

*West Yorkshire
Fire & Rescue Authority*

*Integrated Risk
Management Plan
and Action Plan
2008/9*



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PREVENTING PROTECTING RESPONDING

Table of Contents

FOREWORD.....	1
SECTION 1 - EXECUTIVE SUMMARY	2
Summary Action Plan 2008/9.....	3
SECTION 2 – UPDATE FROM YEARS 1, 2, 3 AND 4 ACTION PLANS	4
Introduction	4
Year 1 Action Plan Update.....	5
Year 2 Action Plan Update.....	6
Year 3 Action Plan Update.....	6
Year 4 Action Plan Update.....	7
SECTION 3 – SERVICE DELIVERY FRAMEWORK.....	8
Fire and Rescue Services Act 2004.....	8
Fire and Rescue Service National Framework 2006/08.....	8
Civil Contingencies Act 2004	9
Resilience Programme.....	10
Regulatory Reform Order (Fire Safety)	12
Comprehensive Performance Assessment.....	13
SECTION 4 – RISK ASSESSMENT	15
External Scrutiny of the Risk Assessment Process	15
Identification of Risks	15
Risk Assessment Process.....	15
Risk Identification Update	16
Station Risk Areas.....	17
SECTION 5 – PREVENTION AND PROTECTION FRAMEWORK UPDATE	25
Managing Risk - Introduction	25
Risk Reduction Plan 2008/09.....	25
Partnership Working.....	25
Community Cohesion.....	26
Fire Safety Legislation.....	27
Retail Enforcement Pilot.....	28
Fire Investigation.....	28
Reducing ‘Remotely Monitored Fire Alarm Signals’	29
SECTION 6 – INTERVENTION FRAMEWORK UPDATE	30
Risk Analysis.....	30
Mobilising	30
Fire Link Project	30
Response Standard	30
Co-Responder.....	31
Duty System Review	32
District Structure.....	32
SECTION 7 - MONITORING & REVIEW	33
National Performance and Targets	33

Local Performance and Targets.....	34
SECTION 8 – CONSULTATION.....	46
Introduction	46
Consultation Milestones.....	46
SECTION 9 – YEAR 5 ACTION PLAN	48
A – Risk Reduction Plan 2008/9	49
B - Fire Safety Risk Based Re-Inspection Programme for 2008/9.....	50
C – Road Safety Strategy	51
D – Targeted Retained Recruiting.....	53
E – Fire and Rescue Provision in North East Leeds.....	54
SECTION 10 – APPENDICES	61
5-Year Totals (2002 –2006)	62
5 Year Averages (2002 – 2006).....	63
Summary of Incidents by Station Area – 2002.....	64
Summary of Incidents by Station Area – 2003.....	65
Summary of Incidents by Station Area – 2004.....	66
Summary of Incidents by Station Area – 2005.....	67
Summary of Incidents by Station Area – 2006.....	68
Glossary of Terms.....	69

FOREWORD

MAKING WEST YORKSHIRE SAFER

West Yorkshire Fire and Rescue Authority is pleased to present to the communities of West Yorkshire its fifth Integrated Risk Management Plan (IRMP) for the years 2008/9.

Government guidance recommends fire and rescue authorities continually assess the risks to the people and communities in the areas they serve. As with the previous Integrated Risk Management Plans, the 2008/9 Action Plan aims to make specific improvements to community safety through the reduction of risk of fire and other emergencies.

Risk reduction work, carried out by Brigade personnel, has resulted in a 15% reduction in incidents since 2001 and more importantly a reduction of 19.5% in accidental dwelling fires.

The Integrated Risk Management Plan is a key building block of the Authority's modernisation programme for its fire and rescue service. Priority is given to the protection of life as well as the safeguarding of property and the environment. Resources are targeted to address specific local needs instead of being driven by the previous national formulaic approach.

A national team of assessors visited the Brigade last November and the experts awarded West Yorkshire Fire and Rescue Service a maximum star rating for the way it plans, organises and delivers its fire and rescue service.

Bradford firefighters moved into a state-of-the-art new community fire station in January 2007. The complex on Leeds Road replaces the 35-year-old Nelson Street building in the city centre and allows us to provide the best possible emergency service for the people of Bradford and further integrate into the local community.

The plan is not just about responding to fires and other emergencies with fire appliances and firefighters, that is only one part. Of equal importance are the other two pillars to our approach, prevention and protection. Prevention is best achieved by ensuring that everybody understands the danger of fire and takes simple action to limit the chances of one occurring and knowing how to react if one does occur. Protection is achieved by the use of statutory powers to ensure buildings and people in them are safe from fire. Objective risk assessment continues to be the foundation upon which our proposals are built.

In summary, West Yorkshire Fire and Rescue Authority is presenting a plan, which is driven by local needs and which effectively addresses existing and potential risk to communities. The Authority continues to make efficient and effective use of resources to implement the Integrated Risk Management Plan, including more efficient working practices where appropriate.



**Chair of the Authority
Councillor Philip Booth**



**Chief Fire Officer/Chief Executive
Phil Toase CBE, BSc, MCGI, FIFireE**

SECTION 1 - EXECUTIVE SUMMARY

- 1.1 This draft Integrated Risk Management Plan (IRMP) and corresponding Action Plan for 2008/09, which is the fifth year of West Yorkshire Fire and Rescue Authority's five year IRMP, explains how the West Yorkshire Fire and Rescue Authority (WYFRA) is proposing to deliver its services throughout the county.
- 1.2 The plan is structured on a framework provided by the Communities and Local Government (CLG) department, and guidance from the Audit Commission, and also uses examples of best practice identified at national level during year one, two, three and four of the process.
- 1.3 The Authority's ambition and aim is simple; making West Yorkshire safer by providing an excellent fire and rescue service that works in partnership with others to reduce death, injury and economic loss due to fire and other emergencies. Fully integrated delivery of the Authority's services will not only provide effective emergency intervention in times of need, but also, just as importantly, reduce the risk of fire in homes and workplaces. Our objective is to reduce the number of fires and other emergencies that occur and thereby reduce the casualties and losses that arise from those incidents. The number of incidents the Authority deals with continues to fall. Since 2001 the total number of incidents dealt with, has dropped by 15% and in some station areas by up to 36%. More importantly, accidental dwelling fires attended by the Authority have dropped by 19.5%.
- 1.4 The Authority and Principal Management Team have provided the resources to support the Equality and Diversity agenda and the Chief Fire Officer, Phil Toase, has re-enforced this support by choosing 'Diversity' as his theme for this year's Presidency of the Chief Fire Officers Association.
- 1.5 The dedication and hard work by the Human Resources function has resulted in an increase in the number of women and black and minority ethnic firefighters (BME) from 4 and 10 respectively in 2000 to 42 and 39 in 2006. The number of BME Fire and Rescue Staff working in the community has also increased to 18. By employing staff from the community of West Yorkshire we are now delivering an improved service to meet the specific needs all our users.
- 1.6 Modernisation of the fire and rescue service is an ongoing process, but is also an important factor in being able to implement the recommendations that emerge from the risk management and planning processes. For example, changes to crewing systems and more flexibility in response will allow us to better meet the needs of the community and redistribute our resources between intervention and prevention activities.
- 1.7 The statistics that were presented to underpin the proposals in 2007/8 IRMP have been updated to take account of the latest operational and census data. The methodology employed in years one, two, three and four remains unchanged and is used to support the proposals for the 2008/9 IRMP.
- 1.8 The risk model utilises a range of different risk indicators. Each risk indicator is measured as very high, high, medium or low risk. A station area that presents a predominance of very high or high risk would indicate that station area should be made a priority for risk reduction activity. Conversely, station areas with a predominance of medium and low risk indicators presents scope for rationalisation of current resources provided.
- 1.9 The Authority's risk management framework is separated into two broad service areas. The Prevention and Protection Framework details the Authority's policies for reducing

fires and other emergencies whilst the Intervention Framework details the policies for dealing with actual emergencies as they occur.

- 1.10 The year five proposals are presented in a summary below. In the full report they are accompanied by statistical evidence to underpin the professional judgement, which has resulted in the generation of the options. The proposals range from a continuation of the countywide Integrated Community Safety Strategy, which commenced in year two; to area specific activities such as a review into fire cover provision in Wetherby and Garforth.
- 1.11 Consultation has been wide and continuous during the process of constructing this draft. Views gathered during the previous four rounds of IRMP have been noted, and representatives of the districts and the workforce have been included in the developing plan from its earliest stages, to ensure that the initial views were captured.
- 1.12 Normal consultation will commence with the year five IRMP and the Action Plan containing the proposals which the Authority intends to progress during 2008/9 being distributed to all key stakeholders throughout West Yorkshire. Views will be accepted prior to the formal approval of the plan by the Fire and Rescue Authority in December 2007.

Summary Action Plan 2008/9

Note - Full details of these proposals are available in Sections 5 and 9 of this document.

RECOMMENDATIONS	PRIORITY 1=LOW 2=MED 3=HIGH	OWNERSHIP	TARGET
A – Risk Reduction Plan	3	Director of Fire Safety	Implementation during 2008/9
B– Fire Safety Risk Based Re-Inspection Programme for 2008/9	3	Director of Fire Safety	Implementation during 2008/9
C – Road Safety Strategy	3	Director of Fire Safety	Implementation during 2008/9
D – Targeted Retained Recruiting	3	Director of Human Resources	Implementation during 2008/9
E – Emergency Cover Provision in North East Leeds	3	Director of Operations	To commence during 2008/9

SECTION 2 – UPDATE FROM YEARS 1, 2, 3 AND 4 ACTION PLANS

Introduction

- 2.1 West Yorkshire Fire and Rescue Authority have produced four IRMPs. The first covered the period 1 April 2004 to 31 March 2005; the Fire Authority approved the second plan in October 2004. Implementation of the third action plan commenced in April 2006. IRMP four was approved at the Fire Authority meeting in December 2006.
- 2.2 During the work undertaken by the Audit Commission in the phase two pay verification study they independently validated the processes WYFRA took in producing both its IRMPs. The Audit Commission were tasked to assess the progress each fire authority was making in implementing the modernisation of the fire service in line with the changes outlined in the national pay agreement and subsequent White Paper, 'Our Fire and Rescue Service'.
- 2.3 A report outlining the results of the phase two study was presented to the Authority in July 2004. The following comments made by the Audit Commission in their report illustrate that WYFRA has fully embraced the modernisation agenda and has delivered locally the intended benefits (including savings) of the various national changes.
- ***'The Authority has a solid foundation in the preparation of the IRMP and have complied with the prescribed guidance and timetables'***
 - ***'They have demonstrated a wide knowledge of the principles of risk assessment and a willingness to develop their approach into future years'***
 - ***'The Authority has effective processes for identifying existing and potential risks to the community and integrate this into action plans for both prevention and intervention work'***
 - ***'The changes from the IRMP are now beginning to make a difference on the ground'***
- 2.4 This Authority has made significant progress in meeting the Governments' expectations relating to IRMPs. The following tables summarise the proposals contained in the Year 1, 2, 3 and 4 Action Plans.

Year 1 Action Plan Update

2004/05 Action Plan (Yr 1)	Progress	Comment
1. Implement an AFA reduction strategy and revised PDA policy.	Phased implementation commenced 1 April 2004	Introduction of a risk-based flexible response to calls generated by AFA systems and to PDAs. Since its introduction this policy has saved over 21,000 appliance movements.
2. Provision of additional resources in south & east Leeds to cover the peak activity period.	Implemented 5 April 2004	An additional appliance provided to cover the peak activity period staffed by personnel on pre-arranged overtime. (Following a review in January 2005 this additional resource is now provided more flexibly). (See Section 6)
3. Change the crewing system at Holmfirth and Skelmanthorpe and provide an Area Support Vehicle.	Implemented 5 April 2004	Crewing system changed at each station from nucleus to retained duty system.
4. Introduce a Co-Responder scheme.	Negotiations with YAS to introduce a pilot scheme are progressing.	Aim to respond to Category A calls (life threatening cardiac calls) in pilot area.
5. Removal of the second appliance from Shipley Fire Station	Implemented 5 April 2004	Station reduced from a 2 pump to 1 pump whole-time station.
6. Provision of additional resources in Bradford to cover the peak activity period.	Implemented 5 April 2004	An additional appliance provided to cover the peak activity period staffed by personnel on pre-arranged overtime. (Following a review in January 2005 this additional resource is now provided more flexibly).
7. Re-location of prime movers from Rothwell and Huddersfield to Mirfield and Featherstone.	1. Huddersfield to Mirfield implemented 5 April 2004. 2 Rothwell to Featherstone implemented 1 July 2005	Two of the six prime movers relocated to retained stations and crewed by personnel working the retained duty system.
8. Conduct review of Flexible Duty System (FDS) and area supervisory arrangements.	FDS – Stage 1 implemented 1 January 2005 FDS – Stage 2 review phased implementation January 2006	Resulted in a reduction in the number of officers required on the Flexible Duty System and changes to the rota system providing improved availability of officers in the core period during the working week.
9. Review into the provision and use of aerial appliances.	Review completed and recommendations implemented.	Aerial appliance fleet rationalised from 7 to 5. (3 constantly crewed and 2 dual crewed with a fire appliance). Order placed for 2 combined aerial rescue pumps (CARP).
10. Provide two Operational Support Units.	Ossett – Implemented 4 May 2004 Bingley – Implemented 1 July 2004.	Provision of additional technical rescue, HazMat and incident command support with managerial and supervisory capability (replaced as a result of district structure review 2007).

Year 2 Action Plan Update

2005/06 Action Plan (Yr 2)	Progress	Comment
1. Implement the Integrated Community Fire Safety Strategy.	Level 1 implemented on 1 st April 2005 Level 2 implemented on 1 st February 2005	Level1 – Countywide strategy to carry out 36,000 targeted HFSCs per year. Level 2 - Specific risk reduction initiatives within areas affected by proposals made in the IRMP.
2. Trial of strategic standby/reserve at three stations.	Implemented on 1 st April 2005	Flexible use of staff at 3 multi-pump stations will make available 25,000 staff hours per year for risk reduction and training activities. Reviewed and modified to provide a more flexible system.
3. Change the crewing system at Slaithwaite Fire Station.	Phased implementation from 1 st April 2005	Duty system changed from whole-time to retained.
4. Change the crewing system at Todmorden Fire Station.	Implemented on 2 nd April 2005	Duty system changed from whole-time to day-crewed.
5. Removal of the second appliance from Batley Fire Station.	Implemented on 4 th April 2005	Station reduced from a 2 pump to 1 pump whole-time station.
6. Provision of two further Operational Support Units	Implemented on 1 st July 2005	Provision of additional technical rescue, HazMat and incident command support, with managerial and supervisory capability (replaced as a result of district structure review 2007).
7. Undertake a specific risk reduction initiative in Hemsworth	Implemented during 2005	Specific risk reduction initiatives carried out in this relatively high activity retained station area.

Year 3 Action Plan Update

2006/07 Action Plan (Yr 3)	Progress	Comment
1. Pair Moortown and Wetherby Fire Stations	Implemented during April 2006	A more efficient way of providing emergency cover in Wetherby. Under review see section 9 (F).
2. Pair Gipton and Garforth Fire Stations	Implemented during April 2006	A more efficient way of providing emergency cover in Garforth. Under review see section 9 (F).
3. Combine Mytholmroyd and Hebden Bridge Fire Stations into one effective retained unit based on one site, supported, initially, by area support vehicle.	Implemented March 2006	To ensure an appropriate balance between prevention and intervention.
4. Undertake a review of potential duty systems.	Reports to be submitted to Fire and Rescue Authority	Agreement in principle for January 2008 implementation of revised whole-time duty system. Review to retained duty system on going.
5. Provision of two further Operational Support Units.	Implemented during April 2006	Provision of additional HazMat and incident command support, and managerial with supervisory capability (replaced as a result of district structure review 2007) and a fire investigation Operational Support Unit.

6. Provision of Urban Search and Rescue (USAR) and Technical Rescue capability.	USAR Teams now established and providing operational cover with interim equipment inventory.	All modules now received.
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Year 4 Action Plan Update

2007/8 Action Plan (Yr 4)	Progress	Comment
1. Implement the Integrated Community Fire Safety Strategy.	Level 1 implemented on 1 st April 2007. Level 2 implemented on 1 st February 2007.	Level1 – Countywide strategy to carry out 42,500 targeted HFSCs per year. Risk reduction teams will conduct a further 13,500 visits. Level 2 - Specific risk reduction initiatives within areas affected by proposals made in the IRMP.
2. Fire Safety Inspection Programme.	Implemented during April 2007.	Risk based re-inspection programme, which complies with government guidance.
3. Emergency Cover Provision in North East Wakefield upgraded, including relocation to three new sites and an increase in whole-time personnel.	Phased Implementation starting April 2007.	Increased response provision for high-risk areas and an increase in risk reduction capacity.

SECTION 3 – SERVICE DELIVERY FRAMEWORK

Fire and Rescue Services Act 2004

- 3.1 The Fire and Rescue Services Act 2004 received Royal Assent in July 2004. The Act replaced the Fire Services Act 1947, with a new legislative framework to ensure the fire and rescue service is better able to meet the challenges of the 21st century.
- 3.2 The Act puts prevention at the heart of what the fire and rescue service does, for example by creating a new duty for all fire and rescue authorities to promote fire safety and other powers to help create safer communities, particularly for the most vulnerable in society.
- 3.3 The Act formally recognises the broader role the service has taken over the last 50 years, beyond its traditional fire-fighting role. This includes rescue from road traffic collisions as well as responding to other serious incidents such as flooding and the new terrorist threat.
- 3.4 Sections 6 – 8 of the Act describe the core functions for which fire and rescue authorities must make provision. These are:
 - Fire safety;
 - Firefighting; and
 - Road traffic collisions.
- 3.5 Section 9 enables the Secretary of State, by order following consultation, to place other duties on fire and rescue authorities to make provision to respond to particular types of emergency other than fires and road traffic collisions. The order includes specific direction as to how fire and rescue authorities should plan, train and equip for emergencies and confers statutory duties concerning:
 - CBRN incidents;
 - Incidents requiring major search and rescue; and
 - Major non-road traffic transport incidents.

Fire and Rescue Service National Framework 2006/08

- 3.6 The Government is responsible for setting clear priorities and objectives for the Fire and Rescue Service. The Fire and Rescue Service National Framework does this by making clear:
 - The Governments' expectations for the Fire and Rescue Service;
 - What Fire and Rescue Authorities are expected to do; and
 - What support the Government will provide.
- 3.7 The Government has set out ambitious targets to drive down accidental fire deaths and deliberate fires. To achieve these targets fire and rescue authorities need to ensure they are operating to best effect across the full range of their responsibilities and are delivering real value for money.

- 3.8 The National Framework is a strategic plan outlining how the Public Service Agreement (PSA) targets and other objectives can be delivered. In relation to IRMPs it states that fire and rescue authorities must have in place and maintain an IRMP, which reflects local need and sets out plans to tackle effectively both existing and potential risks to communities. They should also:
- Produce annual action plans on which they have fully consulted their local communities, allowing twelve weeks for consultation;
 - Have regard to central government guidance in producing their plans; and
 - Make efficient and effective use of resources to implement the IRMP and Action Plan, including using more efficient working practices where appropriate.

Civil Contingencies Act 2004

- 3.9 With the introduction of the Civil Contingencies Act 2004 (the Act), which received Royal Assent on 18 November 2004, various legislation that no longer provided an adequate framework for modern civil protection have been repealed and revoked. The Act, accompanying regulations and non-legislative measures have delivered a single framework for civil protection in the United Kingdom capable of meeting the challenges of the twenty-first century. The Act is separated into two substantive parts:

- Local Arrangements for Civil Protection (Part 1)
- Emergency Powers (Part 2).

3.10 Part 1: Local Arrangements for Civil Protection

Part 1 of the Act has established a new statutory framework for civil protection at local level. This, together with accompanying guidance and regulations, set out clear expectations and responsibilities for front line responders at local level. It divides local responders into two categories.

- Category 1 – Comprise of Local Authorities, Government Agencies, Emergency Services and NHS Bodies.
- Category 2 – Comprise of Utilities, Transport, Government HSE.

- 3.11 West Yorkshire Fire and Rescue Service (WYFRS) being a Category 1 responder has various duties placed upon it and WYFRS works with other emergency services, local authorities and front line responders at a local level to:

- Assess local risks of an emergency occurring,
- Put in place emergency plans and test those plans by exercises,
- Put in place Business Continuity Management arrangements so that we can function in an emergency;
- Put in place arrangements to make information available to the public about civil protection matters and maintain arrangements to warn, inform and advise the public in the event of an emergency; and
- Share information with other local responders to enhance co-ordination

3.12 Part 2: Emergency Powers

In the UK emergency powers allow the making of special temporary legislation to deal with the most serious of emergencies. An essential point to note is that Emergency Powers legislation is a mechanism for dealing with only the most serious of emergencies that require an urgent response.

3.13 Civil Contingencies Act Regulations and Guidance

The accompanying regulations and guidance associated with the Civil Contingencies Act 2004.

- Civil Contingencies Act 2004 (Contingency Planning) Regulations 2005
- Emergency Preparedness (Statutory Guidance for part one of CCA 2004)
- Emergency Response and Recovery (Non Statutory Guidance)

3.14 An emergency planning model, “Integrated Emergency Management” (IEM) from the ‘Emergency Preparedness’ guidance has been adopted by both Category responders. The IEM planning function is split into six parts:

Anticipation – Assessment – Prevention – Preparation – Response – Recovery

3.15 Emergency Preparedness (Statutory Guidance for part one of CCA 2004) outlines the first four stages: Anticipation, Assessment, Prevention, Preparation whilst Emergency Response and Recovery (Non Statutory Guidance) details the later stages of Response and Recovery.

3.16 The overall package has been broadly endorsed and, WYFRS as Category 1 responder continues to work closely with the other category 1 partners to implement all aspects of the Act.

3.17 The websites below will provide further information: -

www.westyorkshire.gov.uk - Emergency planning section

www.ukresilience.info - to view the Act and guides available

Resilience Programme

3.18 The term New Dimension relates to planning and preparations that are being made against the threat from terrorism following the attack on the World Trade Centre in 2001. As a result of this attack, the Government minister with responsibility for fire, requested HM Inspector of Fire and Rescue Services for England and Wales to examine, as a matter of urgency, the fire and rescue service's ability to respond to such catastrophes. The New Dimension Project was subsequently established to evaluate fire and rescue service capabilities and to make recommendations to ensure that it is sufficiently trained and equipped to deal with a catastrophic conventional, chemical, biological, radiological or nuclear (CCBRN) terrorist attack.

3.19 In developing the IRMP it should be noted that Fire Service Circular (FSC) 7/2003 requires the Fire and Rescue Authority to ensure that the brigade can meet the requirements of New Dimension planning. Throughout the IRMP process the potential effects of any proposed changes to the levels of fire cover on New Dimension planning have been taken into account. None of the proposals developed as a result of the risk analysis have a significant effect upon the brigade's ability to respond to the scale of incident anticipated by New Dimension planning.

- 3.20 Programme structure – the project comprises of 6 capability work streams:
- Mass decontamination
 - Urban Search and Rescue
 - High volume pumps, water rescue and flooding
 - Command and control
 - Operational logistics and support
 - Long-term capability management
- 3.21 West Yorkshire Fire and Rescue Service has an established capability for mass decontamination based at Dewsbury Fire Station, which is a key element for local, regional and national response. A memorandum of understanding is in place between the Fire and Rescue Authority, Ambulance Trust and Health Authorities throughout the region to ensure its effective deployment.
- 3.22 Urban Search and Rescue (USAR) refers to a specialised technical search and rescue capability for dealing with incidents in collapsed structures, confined spaces, major transport incidents, or trenches in largely populated areas. WYFRS is the host fire and rescue service, within the Yorkshire and Humber Region, for USAR and provides specialist crews and equipment for use at structural collapse and similar incidents.
- 3.23 High Volume Pumps are specialised high capacity demountable pump units which have the capability to pump very large quantities of water over distances of up to 3 kilometres with a single pump unit.
- 3.24 Risk assessments for dealing with water rescues and flooding were developed within West Yorkshire prior to the New Dimension Programme commencing. The current equipment and skills provision fulfils all known and anticipated requirements of the programme.
- 3.25 Regional liaison is well established between:
- Military
 - West Yorkshire Police
 - Yorkshire Ambulance Service
 - Health Authorities
 - Local Authorities
 - Government of Yorkshire and the Humber
 - Environment Agency
 - Voluntary organisations
- The Yorkshire and Humber Region has 3 implementation officers responsible for the implementation of the New Dimension project; regular meetings are conducted on progress to date.
- 3.26 Risk assessments have been conducted to assess risk in three areas:
- Chemical, biological, radiological or nuclear (CBRN) incidents – identification of the number of high and severe risk premises where mass decontamination of members of public would be required,
 - Urban search and rescue incidents - identification of the number of high and severe risk premises where protracted USAR operations would be required; and
 - Flooding incidents – identification of areas at risk from deliberate or natural flooding.

- 3.27 Resources are strategically located to meet the identified risks and include:
- Mass Decontamination – Incident Response Units (IRUs), which are equipped with mass decontamination equipment are based in each of the Yorkshire and Humber region fire and rescue services. WYFRS has responsibility for staffing, training and use of an IRU within West Yorkshire,
 - Urban Search and Rescue (USAR) – West Yorkshire Fire and Rescue Service,
 - High Volume Pump (HVP) units are based in each of the Yorkshire and Humber Region Fire and Rescue Services. WYFRS has responsibility for staffing, training and use of an HVP within West Yorkshire.,
 - DIM Equipment – West Yorkshire Fire and Rescue Service. (DIM Equipment – Detection, Identification & Monitoring refers to portable chemical analysis equipment that will enable the identification of unknown chemical liquids, gases and solids).

Regulatory Reform Order (Fire Safety)

- 3.28 With the introduction of the Regulatory Reform (Fire Safety) Order 2005 (the Order), the Fire Precautions Act 1971 and the Fire Precautions (Workplace) Regulations 1997 (as amended) has been repealed and revoked. The new order consolidates the requirements from these and many other local acts into one coherent, accessible and understandable piece of legislation.
- 3.29 The Order came into force on the 1 October 2006. The Order applies to employers, including the self-employed with premises separate from their homes, and the voluntary sector. Under the Order, a *'responsible person'* is required to complete and maintain a suitable and sufficient risk assessment of their premises. To assist the 'responsible person' to understand their duties, a number of guides have been written, each appropriate to the business sector.
- 3.30 The local Fire and Rescue Authority will be responsible for enforcing the new Order, and will provide education and advice on how to fully comply.
- 3.31 The websites below will provide further information: -
- www.firesafetyguides.communities.gov.uk - for an overview of the new Order.
 - www.firesafetylaw.communities.gov.uk - to view the guides available.
 - www.fire.gov.uk/Workplace+safety/RROpageforForm.htm - to complete an example of a compliance self-assessment.
 - www.fpa-fireriskassessment.com - to complete an example of a risk assessment.
- 3.32 The West Yorkshire Fire & Rescue Authority assisted the CLG in publicising the new law.

Comprehensive Performance Assessment

- 3.33 During 2005 the Audit Commission carried out the first Comprehensive Performance Assessment (CPA) of Fire and Rescue Authorities throughout the country. CPA is an assessment at the corporate level, of how well the authority is being run. The Audit Commission approach to understanding and analysing each fire authority's performance is structured around a set of Key Lines of Enquiry (KLOE) with three overall questions and nine themes. The key questions and nine themes are:
- a) What is the Fire Authority trying to achieve?
 1. Leadership and Priorities
 2. A Balanced Strategy
 - b) What is the capacity of the Fire Authority to deliver what it is trying to achieve?
 3. Capacity: Governance and Management
 4. Capacity: Resources and Value for Money
 5. Capacity: People
 6. Performance Management
 - c) What has the Fire Authority achieved and, in light of that, what does it plan to do next?
 7. Achievement of Objectives
 8. Achievement of Improvement
 9. Future Plans
- 3.34 Following the assessment each Fire Authority was classified on a five-point scale of 'Poor', 'Weak', 'Fair', 'Good' and 'Excellent'.
- 3.35 West Yorkshire Fire and Rescue Authority was rated by this assessment as 'Good' and was one of only two fire authorities in Yorkshire & Humberside to obtain this high rating.

Performance Assessment Framework 2006/7

- 3.36 The Audit Commission's Performance Assessment Framework 2006/7 entailed three areas of assessment as detailed below:
- Service Assessment
 - Use of Resources Assessment
 - Direction of Travel Assessment

SERVICE ASSESSMENT

The Service Assessment consisted of two elements:

- 1 Operational Assessment of Service Delivery
- 2 Performance Information Score

The Operational Assessment of Service Delivery is an assessment of five areas, namely:-

- 1 Risk Analysis
- 2 Prevention and Protection Services
- 3 Operational Preparedness
- 4 Call Management and Incident Support
- 5 Emergency Response

Resulting in an overall score from 1 – 4 as detailed below:

- 1 Inadequate performance – below minimum requirements
- 2 Adequate performance – only at minimum requirements
- 3 Performing well – consistently above minimum requirements
- 4 Performing strongly – well above minimum requirements

- 3.37 West Yorkshire Fire and Rescue Authority were awarded a 4 **performing strongly – well above minimum requirements** for the Operational Assessment of Service Delivery.
- 3.38 The Performance Information Score is also a key component of the Audit Commission's Service Assessment audit of Fire and Rescue Services.
- 3.39 The determination of respective performance information scores was based upon the combination and performance against a selection of seven current Best Value Performance Indicators (BVPI's).
- 3.40 West Yorkshire Fire and Rescue Authority were awarded a score of 4 – **performing strongly - well above minimum requirements** - for the Operational Assessment of Service Delivery and a score of 2 for the performance information resulting in an overall score of 3 **performing well – consistently above minimum requirements** for service assessment part of the Performance Framework.

USE OF RESOURCES ASSESSMENT

- 3.41 The use of resources (UoR) assessment evaluates how well the Fire Authority manages and uses its financial resources under the following Key Lines of Enquiry (KloE):

- Financial Reporting
- Financial Management
- Financial Standing
- Internal Control
- Value for Money

- 3.42 Resulting in an overall score from 1 – 4 as per the Operational Assessment of Service Delivery.
- 3.43 West Yorkshire Fire and Rescue Authority were awarded a 3 **performing well – consistently above minimum requirements** for the use of resources assessment.

DIRECTION OF TRAVEL ASSESSMENT

- 3.44 The Direction of Travel Assessment provides a concise statement on the Authority's improvement, or deterioration since the baseline fire and rescue CPA categorisation. The assessment states how well the Authority has performed since the original fire and rescue CPA categorisation and whether or not it is considered that it will continue to improve.
- 3.45 West Yorkshire Fire and Rescue Authority were awarded a 4 '**performing strongly – well above minimum requirements**' for Direction of Travel, one of only two fire and rescue authorities in the country to achieve this top award.

SECTION 4 – RISK ASSESSMENT

External Scrutiny of the Risk Assessment Process

- 4.1 The project and methodology used to produce the 2004/05 IRMP and Action Plan was scrutinised by Kirklees District Audit department; the following extract provides the Auditors opinion that:

'In the terms used in the Guidance Notes, I found the process to date to be robust, transparent and capable of standing up to scrutiny'.

- 4.2 The risk assessment process was also subject to external scrutiny by the Audit Commission as part of the Phase Two Pay Verification Study. In relation to IRMPs, the Audit Commission specifically assessed the following areas:

- Compliance with prescribed guidance and timetables; and
- The systems and processes for identifying, gathering and reviewing evidence as a basis for the risk identification and prioritisation that had taken place.

- 4.3 In the report produced by the Commission in July 2004 they state:

'The Authority has a solid foundation in the preparation of the IRMP and have complied with prescribed guidance and timetables. They have demonstrated a wide knowledge of the principles of risk assessment and a willingness to develop their approach into future years'.

Identification of Risks

- 4.4 West Yorkshire Fire and Rescue Authority has closely followed the guidance contained in FSC 7/2003 during the production of this and previous IRMPs. The methodology employed has used the overview to the IRMP process provided in the circular as a template for building the plan.
- 4.5 The risk methodology used to produce the Year 1, 2, 3 and 4 IRMPs has been utilised to produce the Year 5 IRMP and associated Action Plan.

Risk Assessment Process

- 4.6 **Step 1** - Identify existing risks

To begin the risk assessment process incident data for the five-year period (2002 – 2006) was sorted and mapped for the whole brigade showing areas of activity for all types of incidents to give a visual display of the variations between different areas. To provide a statistical overview of the risk levels as reflected in station activity the same data was sorted into a spreadsheet showing the activity levels of each station for all types of incident to broadly establish the levels of risk throughout the community.

- 4.7 **Step 2** - Evaluate effectiveness of current arrangements (*Risk analysis*)

- Initial analysis concentrated upon station activity to give an approximation of the differing levels of risk as expressed by the number of incidents in different station areas (Figure 2 page 19).

- The activity data was sorted into several fields to create a ranking by station across all areas of activity. An overall activity ranking was produced to provide a broad measure of the risk in each station area (Figure 3 page 20).
- Eleven risk indicators were compiled in a spreadsheet and each indicator was defined as very high, high, medium or low risk for each by subtracting the lowest value from the highest value thereby establishing the range and then dividing the range into blocks of 25%.
 - For example Gipton had 168 dwelling fires and Mytholmroyd had 2. Therefore $168 - 2 = 166$ and $25\% \text{ of } 166 = 41$
 - This percentage value is added to the bottom value, so $41 + 2 = 43$. Anything between 2 and 43 is classified as low. Anything between 44 and 85 is classified as medium etc (Figure 3).
- Each station is then designated as having a very high, high, medium or low risk area depending upon which is the predominant rating for the 11 risk indicators.

4.8 **Step 3** - Identify improvement opportunities/determine policies & standards

The majority of stations designated by this process as very high or high risk have historically been provided with two whole-time pumps. Some stations assessed as being medium risk stations have been provided with one whole-time pump but several examples were noted of stations where the risk assessment process had defined the area as medium risk, but where the stations were resourced with two whole-time appliances. The low risk areas have been resourced with a mixture of single whole-time, retained, nucleus and day-crewed appliances. Opportunities exist to provide emergency cover at some low risk stations more efficiently by changing the crewing arrangements at the stations; these are outlined in more detail in Section 9.

4.9 **Step 4** - Determine resource requirements

Within these broad definitions it became clear that some stations had particular local problems that were not addressed using the current, inflexible fire cover arrangements. Proposals were created to meet these local needs and they are identified elsewhere within the IRMP.

Risk Identification Update

- 4.10 The following charts and tables provide an update of the information which was included as part of the Year 4 IRMP and Action Plan. The information used is 5 years worth of incident data (2002 – 2006) and is used to highlight improvement opportunities and determine priority areas for inclusion within the 2008/09 Action Plan.

2006 Fire Calls Compared with 2001 Calls by Station Area

Figure 1, shows incidents in 2006 compared with incidents in 2001, by station area, before the commencement of risk reduction work. Bradford, Gipton, Huddersfield, Odsal and Hunslet's total calls have reduced by 26% since 2001. The increase in Leeds calls is due to the opening of Stanningley fire station and the increase in its turn out area. To enable comparison of year-on-year activity trends comprehensive call activity data for each station area is provided in Section 10.

Stations Ranked by Activity

Figure 2 (page 19), lists stations ranked by activity from the busiest station Huddersfield to the quietest Hebden Bridge (note merged with Mytholmroyd April 2006).

Station Risk Areas

Figure 3 (page 20), lists station areas defined by predominant risk indicators, sorted into fields to provide a broad measure of the risk in each station area.

Call Profile by Hour Time Bands

Brigade activity levels, by hour time bands, are presented in figure 4 (page 21). This illustrates periods of low and high activity.

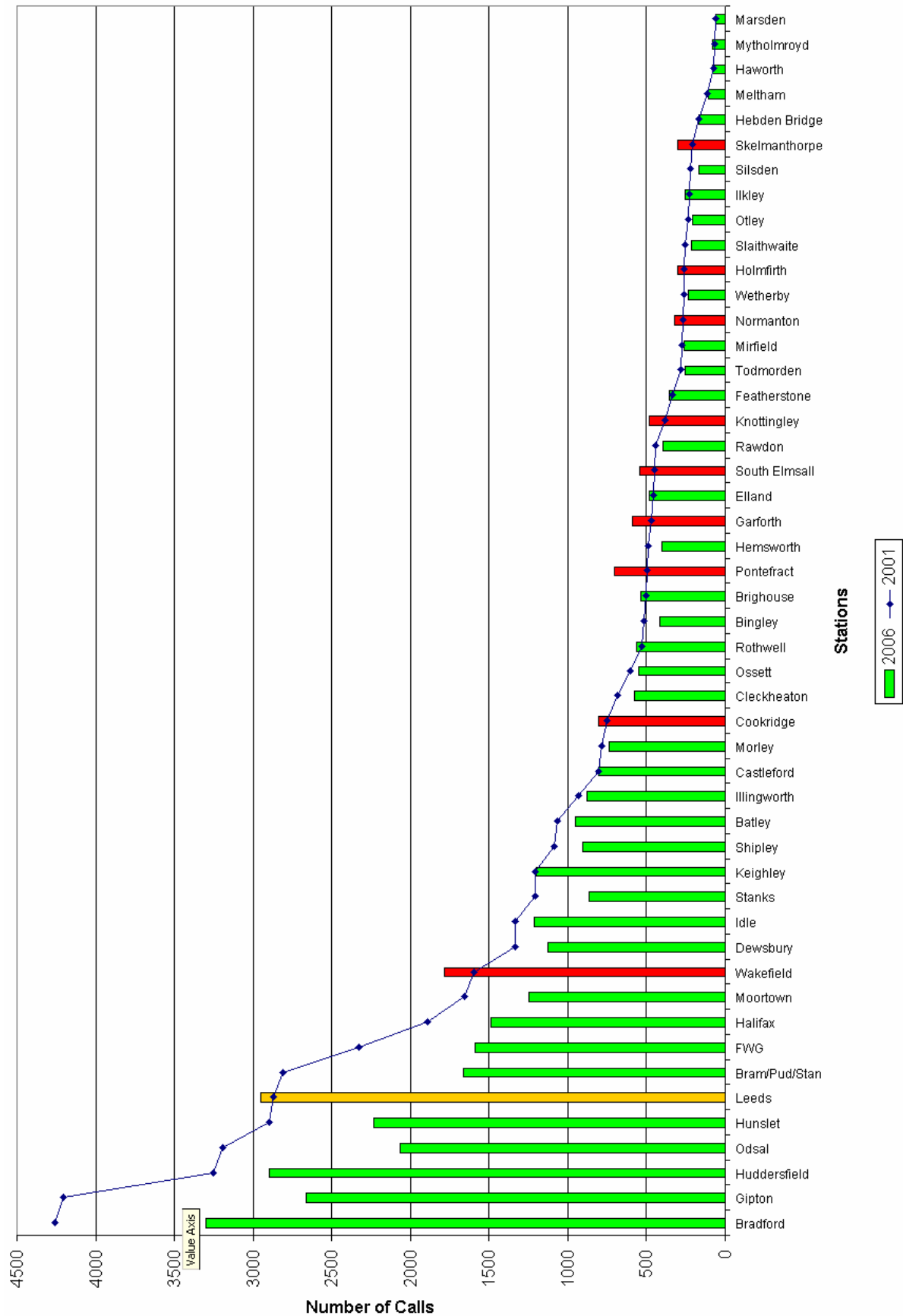
Life Threatening Incidents

Life threatening incidents by hour time bands are presented in figure 5. This indicates when life risks, the most serious incidents, occur by hour time bands. At the lowest point of call activity (figure 4) a higher proportion of calls are to life threatening incidents, compared with the highest point of call activity.

Major Incidents 2006

Major incidents (figure 6 page 23) by hour time bands; indicate that 20% of major incidents, some 20 in total, occurred during the hours 00:01 to 06:00, when call profile was at its lowest point of activity. Figure 7 (page 24), identifies major incident occurrence by Council District.

Figure 1 – 2006 Fire calls (columns) compared with 2001 calls (line) by station area



¹ Bramley, Pudsey and Stanningley calls added together for figure 1. Stanningley fire station - Incident data used to produce figures 2 – 7 is taken from the date the station opened (10/2/03). Mytholmroyd and Todmorden 2006 data reflects the closing of Hebden Bridge Fire Station in April 2006 and the increase in both their station areas.

Figure 2 - Stations ranked by activity 2006 (busiest at the top)

Station	Rank of all Incidents	Rank of F1 Fires	Rank of Dwelling Fires	Rank of Car Fires	Rank of Business Fires	Rank Other Premises	Rank of F3 Fires	Rank of SSCs	Rank of FAGI	Rank of FA-AP	Rank of FAM	Deaths	Rank of Injuries	Rank of Rescues	Total Score	Rank of Total Score
Huddersfield	3	2	5	3	3	1	5	3	1	3	2	3	1	8	43	1
Gipton	4	4	1	2	6	7	1	2	2	5	1	3	3	3	44	2
Bradford	1	1	3	1	2	7	3	4	6	1	4	16	7	4	60	3
Leeds	2	3	2	6	1	10	7	1	4	2	3	16	8	5	70	4
Hunslet	5	5	3	5	8	2	2	5	3	8	10	2	3	14	75	5
Odsal	6	6	6	4	9	9	6	6	5	6	7	16	2	8	96	6
Wakefield	7	9	12	10	4	6	10	8	8	4	13	3	14	2	110	7
Stanningley	8	7	9	8	7	5	4	7	9	14	8	16	5	14	121	8
FWG	9	8	8	9	11	4	8	14	11	7	6	16	9	14	134	9
Halifax	10	11	10	11	5	19	9	8	7	11	5	3	18	14	141	10
Moortown	11	10	6	7	26	17	17	10	10	13	11	3	11	5	157	11
Keighley	13	13	10	14	13	14	14	16	12	12	12	3	5	14	165	12
Idle	12	12	13	14	11	13	12	14	16	10	13	16	11	14	181	13
Dewsbury	14	15	16	22	10	11	13	18	13	15	9	3	18	14	191	14
Batley	15	14	15	12	13	14	15	27	18	16	16	16	21	14	226	15
Stanks	18	17	23	12	30	3	18	12	21	19	16	16	20	8	233	16
Cookridge	20	16	14	26	17	17	23	13	22	17	19	16	15	1	236	17
Castleford	19	17	20	17	13	11	16	30	20	26	22	1	17	14	243	18
Morley	21	19	19	17	22	14	26	11	15	22	33	3	22	8	252	19
Shipley	16	20	17	24	13	34	22	20	24	9	20	16	9	14	258	20
Illingworth	17	21	18	20	26	39	11	28	14	29	21	16	26	5	291	21
Ossett	26	25	22	30	18	21	30	26	23	24	26	3	13	14	301	22
Cleckheaton	24	22	26	16	25	21	31	22	17	23	25	16	34	14	316	23
Pontefract	22	27	24	28	19	28	19	25	27	20	23	3	38	14	317	24
Brighouse	28	23	21	24	26	25	28	19	26	33	31	16	15	8	323	25
Garforth	23	26	26	21	22	26	32	29	19	18	29	16	38	14	339	26
Elland	29	30	29	31	19	39	33	23	28	25	15	3	30	14	348	27
South Elmsall	27	29	33	29	26	21	21	30	30	31	33	16	30	8	364	28
Knottingley	29	23	26	19	40	21	20	37	25	45	26	16	26	14	367	29
Rothwell	25	31	41	23	41	28	27	21	29	28	16	16	38	14	378	30
Rawdon	33	32	30	34	19	28	37	24	32	26	40	3	34	14	386	31
Bingley	31	35	30	35	37	28	34	35	31	21	40	16	22	14	409	32
Hemsworth	32	28	33	26	30	19	24	43	34	44	42	16	42	14	427	33
Skelmanthorpe	36	36	30	36	33	36	38	32	37	32	33	16	22	14	431	34
Normanton	35	37	33	38	30	28	29	45	35	39	42	16	26	14	447	35
Featherstone	34	33	39	32	33	34	25	40	38	43	39	16	34	14	454	36
Todmorden	38	38	25	41	37	39	40	17	33	42	38	16	38	14	456	37
Mirfield	39	34	41	33	24	36	35	39	41	38	33	16	34	14	457	38
Ilkley	40	41	37	42	43	26	39	34	40	34	46	3	26	14	465	39
Holmfirth	37	42	37	40	43	39	36	36	36	30	24	16	42	14	472	40
Slaithwaite	42	39	33	39	37	39	42	40	38	40	29	16	30	14	478	41
Wetherby	41	40	39	42	33	36	45	33	44	35	28	16	42	14	488	42
Silsden	45	43	43	47	33	28	47	43	46	37	31	16	30	14	503	43
Otley	43	45	44	44	42	45	44	42	43	36	33	16	42	14	533	44
Mytholmroyd	44	46	45	44	46	39	40	37	41	41	48	16	42	14	543	45
Marsden	48	48	45	48	48	45	46	49	47	48	44	16	22	14	568	46
Meltham	46	47	47	46	46	45	43	46	48	46	44	16	42	14	576	47
Haworth	47	44	47	37	43	45	48	48	45	47	47	16	48	14	576	47
Hebden Bridge	49	49	49	49	48	45	49	46	48	48	48	16	48	14	606	49

Figure 3 – Station risk areas defined by predominant risk indicators

Risk Key	5 Year Average (2002 - 2006)						5 Year Total (2002 - 2006)	5 Year Average (2002 - 2006)			2006 Incidents	
	Duty System	Deprivation	Dwelling Fires	Building Fires	Secondary Fires	Car Fires	Major Fires	Total Preventable Fatalities (5 Years)	Rate of Dwelling Fires per 1,000 dwellings	Road Traffic Collisions	Special Service Calls (life risk)	Life Risk Incidents
V. High												
High												
Medium												
Low												
Gipton	Whole Time	46.5	168	82	1164	517	6	5	5.19	33.6	45.8	246
Huddersfield	Whole Time	30.3	149	117	771	231	7	3	2.87	50.0	57.0	288
Bradford	Whole Time	54.3	141	84	938	335	11	2	7.34	52.4	49.8	263
Hunslet	Whole Time	46.9	133	69	1046	287	7	6	4.90	47.8	47.2	253
Leeds	Whole Time	35.2	116	103	605	182	8	2	4.06	41.0	48.4	315
Odsal	Whole Time	35.8	107	68	751	277	3	6	2.88	42.8	43.2	198
FWG	Whole Time	38.5	87	59	543	197	3	0	3.35	28.2	31.2	166
Moortown	Whole Time	24.9	85	33	360	158	4	1	2.28	40.8	36.6	150
Stanningley	Whole Time	27.7	83	64	671	162	7	0	2.23	39.0	41.4	177
Halifax	Whole Time	27.0	76	55	498	142	13	4	2.61	44.2	43.4	168
Wakefield	Whole Time	25.1	69	61	480	154	6	2	1.74	47.4	38.6	192
Keighley	Whole Time	31.0	66	30	400	113	2	2	3.27	23.0	23.4	126
Idle	Whole Time	33.4	63	39	426	164	2	1	2.50	29.0	30.0	148
Cookridge	Whole Time	18.5	56	30	215	78	1	2	1.79	23.4	23.0	118
Dewsbury	Whole Time	34.5	56	47	421	91	2	2	2.75	17.8	24.6	122
Shipley	Whole Time	24.5	54	27	253	83	7	1	2.90	17.2	21.6	97
Illingworth	Whole Time	32.3	51	16	371	124	6	0	3.02	18.2	14.8	64
Batley	Whole Time	28.8	48	36	406	106	5	0	2.27	15.8	22.0	112
Castleford	Whole Time	38.9	43	46	432	91	5	6	2.73	19.6	13.6	87
Stanks	Whole Time	32.0	37	29	326	153	3	1	2.04	17.4	18.0	68
Ossett	Whole Time	20.1	32	38	172	63	3	3	1.58	19.8	15.0	71
Morley	Whole Time	21.5	29	25	255	92	4	2	1.19	48.4	27.8	97
Pontefract	Whole Time	25.0	25	25	241	56	6	2	1.66	24.8	14.2	57
Brighouse	Whole Time	18.0	23	17	145	57	2	1	1.58	23.8	19.8	74
South Elmsall	Whole Time	37.4	19	19	295	50	1	1	1.81	16.2	12.8	48
Cleckheaton	Whole Time	21.3	19	26	199	70	6	0	0.99	20.6	19.4	64
Garforth	Whole Time	14.5	18	20	124	60	2	0	0.97	29.8	16.4	55
Elland	Whole Time	19.5	18	16	91	42	3	2	1.80	39.2	20.4	55
Bingley	Whole Time	15.0	17	15	93	28	3	0	1.39	15.2	14.6	36
Hemsworth	Retained	40.1	17	20	282	66	1	1	2.10	9.6	8.0	38
Todmorden	Day Crewed	28.0	17	9	72	16	0	2	2.67	8.0	10.6	47
Rawdon	Whole Time	12.4	16	14	94	30	1	0	1.11	15.8	13.6	55
Knottingley	Day Crewed	36.7	16	17	225	78	4	1	2.77	19.6	10.2	39
Holmfirth	Retained	14.1	14	8	62	19	1	0	1.36	8.6	8.4	26
Featherstone	Retained	32.3	14	19	181	49	3	4	2.08	9.4	7.6	32
Rothwell	Whole Time	25.0	13	16	188	75	1	0	0.88	24.2	18.8	46
Hebden Bridge	Merged	20.0	11	3	33	11	0	0	3.14	3.4	3.6	2
Normanton	Retained	27.7	12	12	149	24	0	0	1.33	5.8	5.6	32
Slaithwaite	Retained	19.9	11	10	62	19	0	0	1.37	7.8	6.8	31
Skelmanthorpe	Retained	12.3	10	11	59	21	1	1	0.74	17.4	16.0	50
Mirfield	Retained	16.1	10	16	82	30	3	0	0.95	6.6	7.8	33
Ilkley	Retained	7.1	9	8	38	10	2	1	0.93	8.0	10.2	38
Wetherby	Whole Time	9.2	9	17	40	18	0	0	0.82	21.8	13.2	35
Otley	Retained	10.2	8	6	52	12	3	0	0.97	9.4	5.4	16
Silsden	Retained	12.0	6	8	21	6	1	0	1.22	5.0	3.8	22
Haworth	Retained	16.6	4	4	28	15	0	0	1.14	1.8	1.8	6
Meltham	Retained	15.1	3	4	44	7	1	0	0.96	2.2	2.4	6
Marsden	Retained	23.1	2	1	22	4	1	0	1.30	1.4	1.6	5
Mytholmroyd	Retained	21.1	2	3	32	7	0	0	0.83	3.8	3.6	15

Figure 4 – Call profile by hour time bands

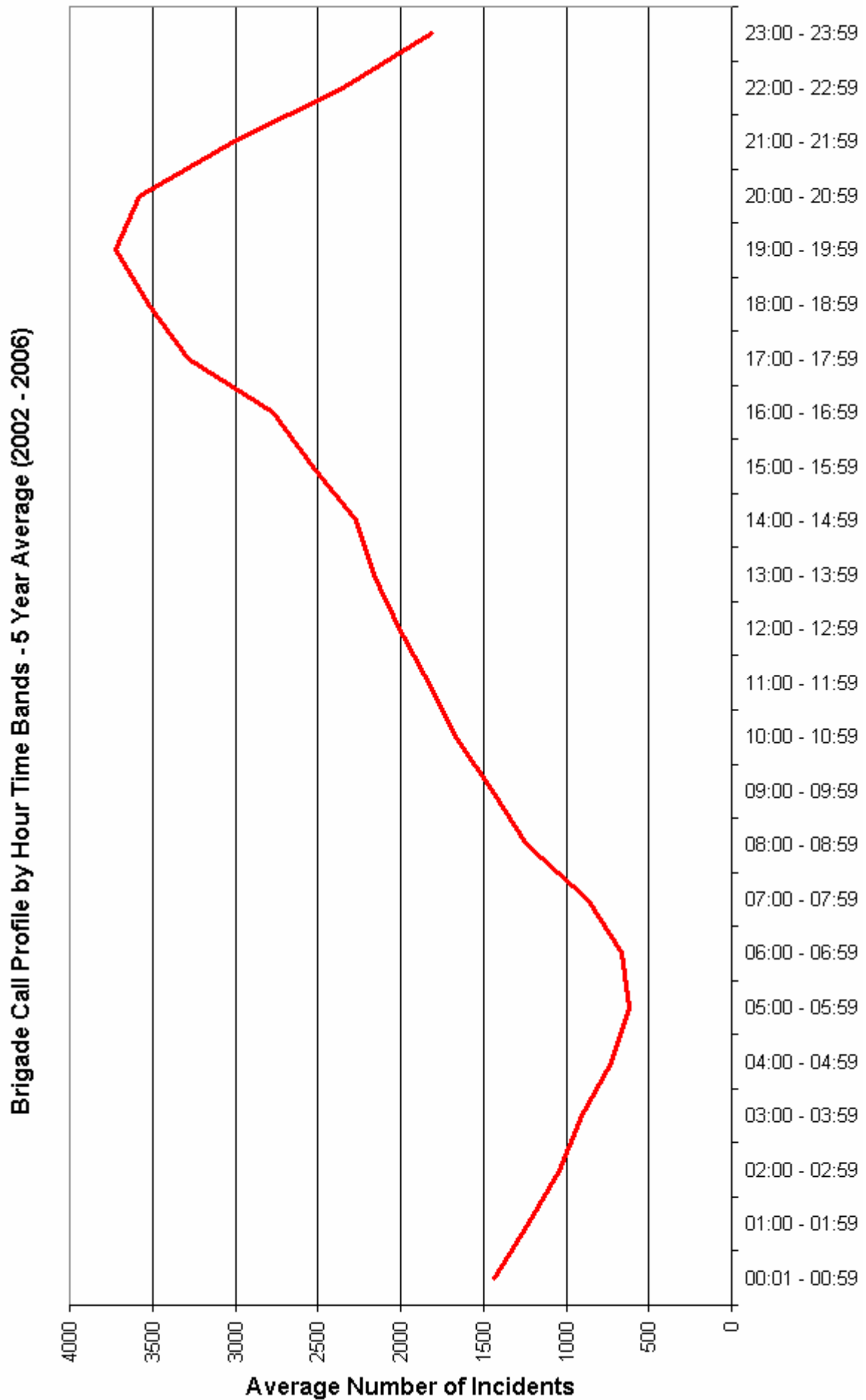


Figure 5 – Life threatening incidents 2006

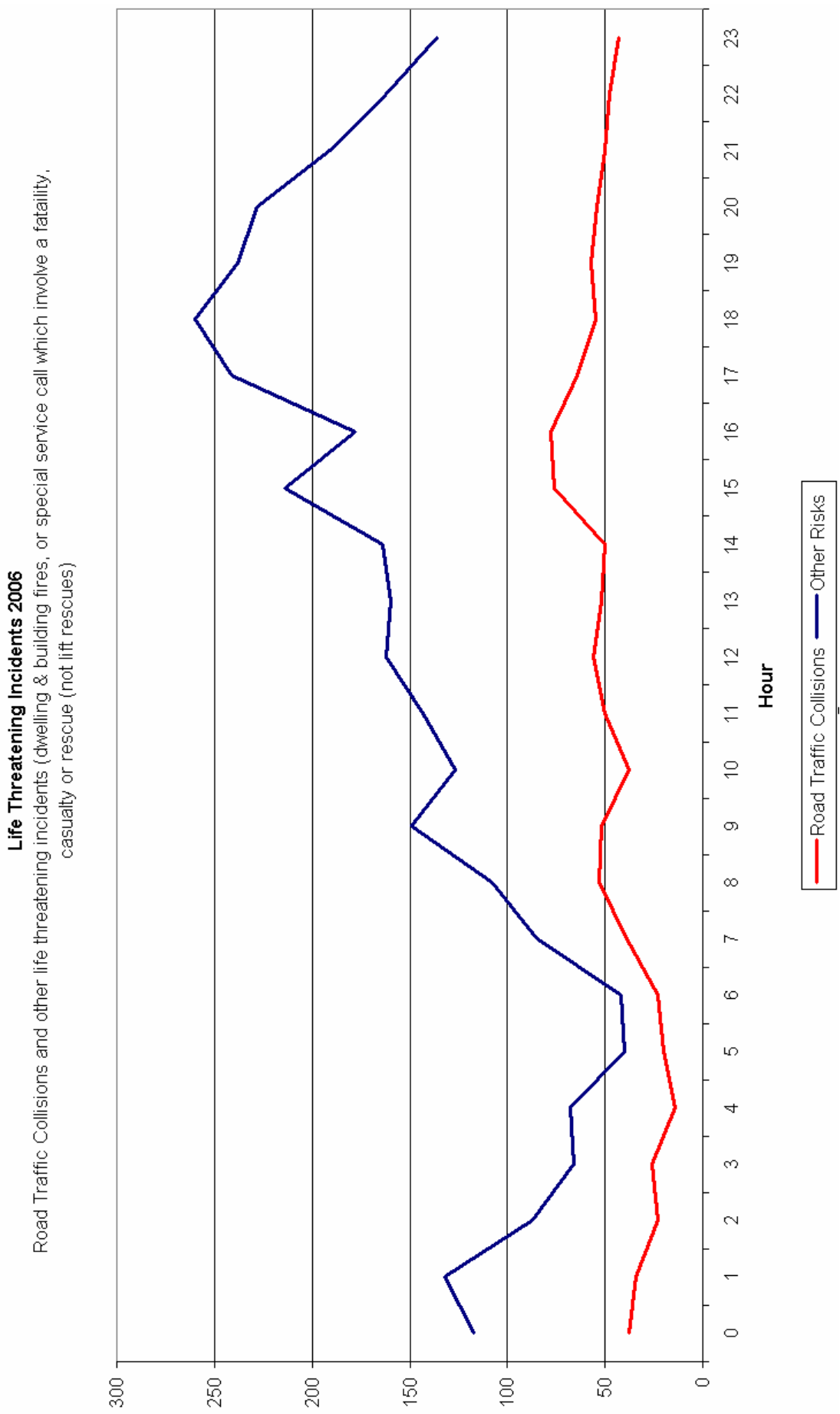


Figure 6 – Major Incidents 2006

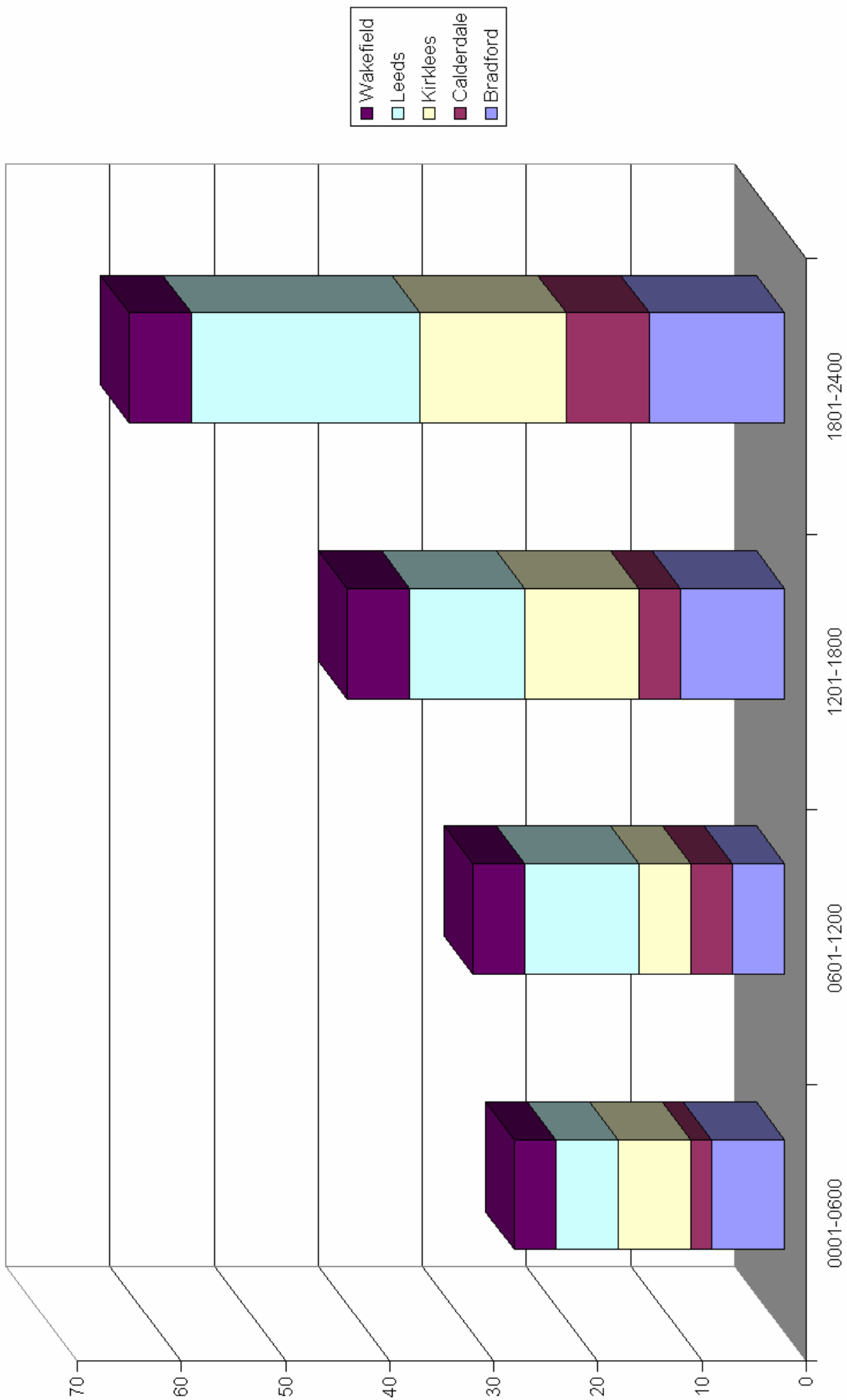
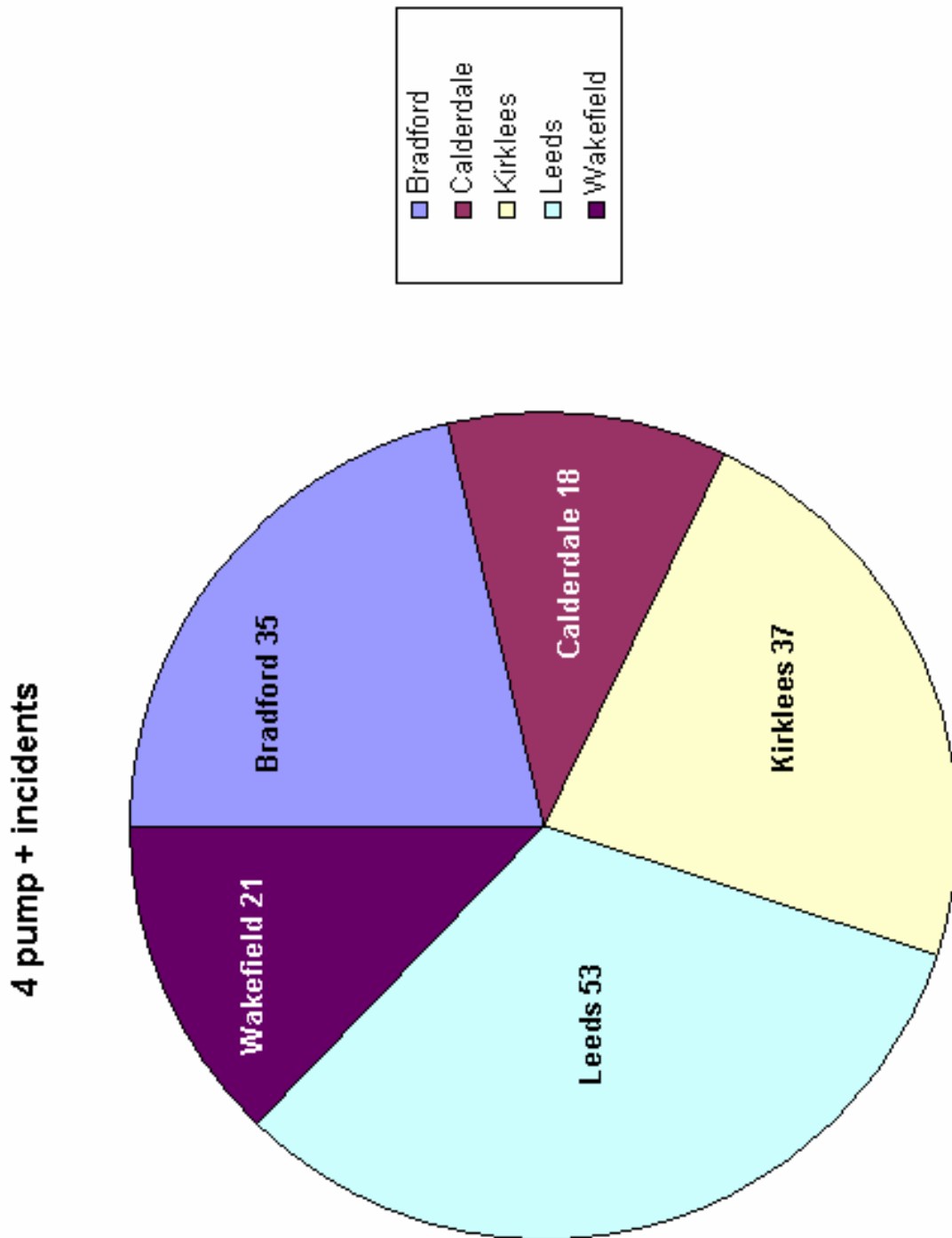


Figure 7 – Major Incidents 2006 by Council District



SECTION 5 – PREVENTION AND PROTECTION FRAMEWORK UPDATE

Managing Risk - Introduction

- 5.1 Risk reduction is the theme that continues to dominate the Authority's strategic aims and objectives. Improvements in delivery of fire services are now primarily judged by how successful the Authority is at reducing risk to the communities we serve from fire and other accidents.
- 5.2 The aim of the Authority is to provide an excellent fire and rescue service that works in partnership with others to reduce death, injury and economic loss due to fire and other emergencies. The Fire Safety and Community Relations Group has set its strategic priorities to meet this aim.
- 5.3 Under section 6 of the Fire and Rescue Services Act 2004 the Authority must make provision for the purpose of promoting fire safety in its area. In making this provision we will make arrangements for: -
- (a) The provision of information, publicity and encouragement in respect of the steps to be taken to prevent fires and death or injury by fire;
 - (b) The giving of advice, on request, about:
 - (i) How to prevent fires and restrict their spread in buildings and other property; and
 - (ii) The means of escape from buildings and other property in case of fire.
- 5.4 The Crime and Disorder Act 1998 (as amended) promotes the practice of partnership working to reduce crime and disorder. As a responsible authority we are required to work in partnership with the Police and a range of other local public, private, community and voluntary groups and with the community itself.
- 5.5 This approach recognises that both the causes of crime and disorder and the interventions required to deliver safer, more secure communities lies with a range of organisations, groups and individuals working in partnership. Crime reduction is not solely the responsibility of the police.
- 5.6 Taking account of our new responsibilities imposed by the above-mentioned legislation, the Authority has a number of action plans that seek to reduce the number of fires and associated fire deaths, injuries, and fire damage within West Yorkshire.

Risk Reduction Plan 2008/09

- 5.7 The 2008/09 IRMP Community Safety Risk Reduction Strategy has resulted in each of the districts now having resources to focus on very high and high risk areas. The risk and arson reduction teams will continue to target vulnerable communities and assist District Officers in delivering Public Service Agreement, Best Value Performance Indicators and Home Fire Safety Check targets.

Partnership Working

- 5.8 Fire safety and risk reduction targets are now included in each district Local Area Agreement (LAA) and this provides the Authority with an opportunity to assist in contributing to partnership working at a strategic level throughout West Yorkshire. It enables the focusing of resources to jointly improve community safety and quality of life issues. The Authority will continue to build on the positive relationships being created

- through LAAs to ensure that WYFRS remains a key player when new style LAAs are adopted by the 5 districts in April 2008.
- 5.9 We will also continue to actively seek to work jointly with local partners in health, social services, housing, education, the voluntary sector, other emergency services and local communities to reduce risk to vulnerable groups in line with our vision. It is essential that fire-related issues are absorbed into the general programme and plan of action for regeneration, neighbourhood renewal and community cohesion. It is only through such forums and strategies that the Authority will begin to contribute more effectively and become committed to the broader needs of the communities it serves.
- 5.10 The Authority will continue to support a neighbourhood focused and joined-up approach to service delivery. We will continue to review how well we have developed our partnership approach to making places safer, how well we involve our frontline workers and how well we use information to solve local problems in ways, which deliver value for money for local people.
- 5.11 Effective engagement with community partners involves tailoring and flexibility at a local level. The work, which commenced during 2007/08 to fully integrate with the community utilising the district structure, will continue to ensure the broader safer communities programme can be delivered.
- 5.12 The number of people killed or seriously injured on the roads remains a significant social problem. It can only be successfully tackled using a multi-agency approach, bringing together government departments and, at a local level, the key service delivery agencies and interest groups. Road accidents form a significant part of the work of the Authority, and overall more people are rescued from cars than from fires. The Authority will continue to work with partners on a regional, county and district wide basis to ensure that district reduction targets are met.

Community Cohesion

- 5.13 The Authority is committed to embedding community cohesion principles into its mainstream services. Promoting community cohesion involves addressing and removing barriers and encouraging positive interaction between community groups. We remain determined to continue to further develop our relationship with local people and partnerships in order to strengthen community life and build better contact and understanding across the county. Our vision of creating a safer place for individuals, communities and organisations we believe supports good community relations and relieves community tensions.
- 5.14 The 1998 Crime & Disorder Act, as amended by the Police Reform Act 2000, places a statutory obligation on local authorities to co-operate in the development and implementation of strategies to tackle crime and disorder and anti-social behaviour. The fire and rescue service can play an important role in promoting community cohesion. This is partly because they are not directly involved in law enforcement but have a strong presence in local communities. Firefighters are widely seen as contributing to a positive community ethos and are viewed as role models for young people.
- 5.15 Our commitment to assist in partnerships to break the 'cycle of disadvantage' has never been stronger and we need to sustain our efforts to tackle intergenerational disadvantage and ensure that everyone can reap the benefits of safer communities. To that end, we are committed to educational programmes developed specifically for children in an attempt to bring about longer-term safer communities.

- 5.16 The Authority is committed to the principles of the 'Strategy for Children and Young People'. The strategy is a four-year high-level national strategy covering the period spring 2006 to spring 2010. It aims to deliver effective reduction of fire risk and fire crime involving children and young people, it continues to build on the existing strengths of the Service in fire safety education, youth diversion and work with young fire setters.
- 5.17 Our efforts in this area will contribute to fire prevention through reducing fire setting and hoax calls, and increasing awareness of fire safety. It will also help to tackle crime, vandalism and anti-social behaviour, as well as improving school attendance and employment chances for young people.
- 5.18 Firefighters have traditionally taken a lead in local schemes relating to young people. The Authority has now successfully expanded the 'Young Firefighter Scheme' to all Districts within West Yorkshire. We already have a number of community fire stations across the county that provide facilities for a myriad of community groups to use.
- 5.19 "A Centre of Excellence" for the development and delivery of safety awareness and education is being developed on the site of the former Bramley Fire Station. It is envisaged that this centre will be developed in partnership with other agencies and West Yorkshire communities to provide high quality learning interventions that will help to make West Yorkshire a safer place to live, work and play.
- 5.20 The Authority is determined to harness its resources to extend access to different parts of the community. Through specific teams and its network of community fire stations it will become an educator, mentor, role model and source of information. As it interacts with a much wider range of individuals, groups and organisations so it will help redefine the traditional function of the fire and rescue service and break down the barriers currently restricting its ability to influence and unite excluded sectors of society.

Fire Safety Legislation

- 5.21 The enactment of the Regulatory Reform (Fire Safety) Order 2005 now means that the Authority has a direct responsibility to enforce fire safety legislation in a wider range of premises than under the previous legislative framework.
- 5.22 The Authority produces an annual risk based re-inspection programme to comply with Government expectations and guidance. The programme is designed to ensure that all aspects of the inspection workload clearly contribute to an integrated risk management approach, targeting inspections on a risk appropriate basis.
- 5.23 The programme is not totally fixed for the year in order to provide a certain amount of flexibility to maintain focus on the premises considered to be at the highest risk.
- 5.24 In order to create a consistent approach across all types of premises and occupancies, any enforcement action taken, as a result of the inspections carried out, will be in accordance with the principles of the 'Enforcement Management Model' (EMM) and the 'Enforcement Concordat'.

- 5.25 There are three principle areas that allow the Authority to manage the fire risk in the community. These are:
- ❑ **Fire Prevention** - stopping fires occurring.
 - ❑ **Fire Protection** - providing advice and suggesting methods to reduce the risk, spread and severity of a fire.
 - ❑ **Emergency Response** - mobilising operational fire fighters to deal with incidents.
- 5.26 This integrated approach recognises that activity in one or more of these areas has the potential to reduce the risk in the community. However in situations where it may not always be possible to reduce the risk to an acceptable level using statutory or community safety initiatives, then the information gathered via the inspection programme will be used to inform management in order to provide an appropriate emergency response to fires.

Retail Enforcement Pilot

- 5.27 The Authority will seek to actively support the Retail Enforcement Pilot (REP) Phase 2.
- 5.28 REP is a groundbreaking initiative aimed at reducing administrative burdens on business and improving delivery of regulatory enforcement services and outcomes.
- 5.29 The REP will establish a new model for regulatory enforcement, that co-ordinates multiple regulatory interest in a single business premises. By providing a framework for collaborative working between enforcing authorities it should:
1. Help reduce the burden on compliant businesses
 2. Promote targeting of risk based activity across the enforcing authorities
 3. Increase the efficiency of enforcing authorities
 4. Enhance worker and consumer protection.
- 5.30 The REP was set up in response to representations made to Department of Trade and Industry (DTI) from business, especially larger retailers, about inconsistencies in regulatory enforcement. Evidence was provided of inconsistent practices across a range of local authority regulatory services, including environmental health, trading standards, fire, building control and planning.

Fire Investigation

- 5.31 The Authority investigates the cause of all reported fires. Arrangements are also in place to call upon the police, forensic science services, or other fire investigation expertise where a need is identified.
- 5.32 There has been a considerable amount of work undertaken at regional level to date, which has culminated in an agreed protocol between the individual fire authorities to provide collaborative fire investigation services throughout the region.
- 5.33 Where significant trends or information are identified, following fire investigations, the data/information will be made available throughout the Authority and to other agencies and partner organisations that may use the information to improve community safety.

Reducing ‘Remotely Monitored Fire Alarm Signals’

- 5.34 There is a continual problem of the Service having to respond to calls as the result of false alarm signals from automatic fire detection systems. The impact of having to respond to these false alarms creates a considerable drain on resources. False alarms are disruptive to other more productive work such as community safety initiatives, training, fire prevention and protection activities. It is estimated that up to 98% of the responses made by the Authority require no fire fighting action at the scene.
- 5.35 In order to address this problem we continue to implement the recommendations made in the Chief Fire Officers’ Association “Policy on Fire and Rescue Services Response to Remotely Monitored Fire Alarm Systems” (RMFAS).
- 5.36 The policy provides comprehensive and effective guidance that clarifies the relationship between those responsible for the protected premises, the Alarm Receiving Centres, and the Fire and Rescue Service.
- 5.37 The policy implements a progressive registration of RMFAS. This registration enables the Authority to gather information on the size and scope of the system and risk it is protecting. It is a requirement of the policy that users take responsibility for their system and their duties under current legislation. The Authority may use its statutory enforcement powers to ensure this takes place.

SECTION 6 – INTERVENTION FRAMEWORK UPDATE

Risk Analysis

- 6.1 The government department of Communities and Local Government (CLG) provided fire authorities with the Fire Service Emergency Cover (FSEC) Toolkit. The Toolkit is a computer based risk analysis package that the CLG state measures risk in a robust and consistent manner, predicting both the affect of fire safety measures in buildings and of operational intervention on local risk.
- 6.2 WYFRA took delivery of the Toolkit in March 2004 and since then a great deal of work has been carried out to customise the system with local data.
- 6.3 FSEC was used to confirm that the proposals for change in year 4 IRMP, actually improved risk levels for the public of West Yorkshire.
- 6.4 ACTIVE software has been used to support empirical evidence and to inform future prevention, protection and response strategies.

Mobilising

- 6.5 Effective arrangements for the mobilising and support of appliances, officers and supporting resources including arrangements for immediate contact with other agencies are a necessary component of the provision of emergency response. This requirement is met by WYFRA with the provision of a Mobilising and Communications Centre (MACC) staffed 24/7 by specialist mobilising staff. The service provided by MACC, including staff development as well as technical needs, is reviewed annually to ensure it remains fully compliant with and effective in meeting the demands of the IRMP.

Fire Link Project

- 6.6 The Firelink project will deliver a national digital secure radio network for the FRS in England, Scotland and Wales capable of interoperation with all FRSs and other emergency services. 8 WYFRS vehicles will be equipped with Firelink radios in June 2008 to trial the system prior to roll out across the entire fleet by the end of January 2009.
- 6.7 The FiReControl project will deliver a network of 9 regionally-based control centres (RCC) for England to replace the current 46 FRS based control rooms. The RCC for Yorkshire and Humberside will be at Paragon Business Park, Wakefield and construction is well under way. FiReControl will make full use of the capabilities offered by Firelink and will provide the necessary capabilities to ensure effective and coordinated mobilisation of all operational resources within the 4 Yorkshire and Humberside fire and rescue services. WYFRS is scheduled to transfer its control function to the new RCC in January 2011.

Response Standard

- 6.8 Response times will continue to be measured but will be reported as an overall average across West Yorkshire. This focus on average performance will underline the real

improvements in service delivery for the public of West Yorkshire. The table below shows the standard on which performance will be measured and reported against, it also shows performance against the standard for 2003 to 2006.

- 6.9 The success of the risk reduction work in high risk areas means that fewer calls are attended in areas where the Authority is able to provide its quickest response times. This inevitably has an effect on the overall average attendance time. With continued risk reduction work in these areas, it is becoming increasingly difficult to show improvements in average response times. For example, the five busiest fire stations, which usually achieve an attendance time of less than five minutes, deal with 30% of the Brigades incidents. Calls in these areas have reduced by 26% since 2001, due to risk reduction work and other initiatives. Taking this into account, to maintain the same average attendance time year on year is a considerable achievement.

Standard	Target Attendance Time				Average Performance
	'A' Risk	'B' Risk	'C' Risk	'D' Risk	
	5 minutes	5 minutes	8-10 minutes	20 minutes	
2003 Performance	4 mins 20 secs	5 mins	5 mins 39 secs	8 mins 22 secs	5 mins 41 secs
2004 Performance	4 mins 18 secs	4mins 59 secs	5 mins 35 secs	8 mins 32 secs	5 mins 33 secs
2005 Performance	4 mins 21 secs	5 mins 5 secs	5 mins 40 secs	8 mins 39 secs	5 mins 43 secs
2006 Performance	4 mins 28 secs	5 mins 12 secs	5 mins 53 secs	8 mins 46 secs	5 mins 55 secs

Co-Responder

- 6.10 WYFRS is actively reviewing the opportunities for improving community safety by negotiating with YAS to introduce a co-responder scheme. Discussions are progressing with regard to several funding issues based around training, fees for turnouts and the criteria for mobilisation.
- 6.11 WYFRS principal aim is to reduce deaths and the number and severity of injuries. Fire appliances carry first aid equipment, including defibrillation equipment, and operational personnel are suitably trained to use them.

Duty System Review

- 6.12 Negotiations are now complete and we have an agreement with the representative bodies to move to an 11 hour day and 13 hour night shift, within the existing 2,2,4 duty system. Further consultation has resulted in an agreement with the representative bodies for revised working routines. The revised shift starting times and working routines will commence 21/1/08
- 6.13 A joint working party has also been commissioned to deal with the family friendly issues raised by the proposed changes. All the outstanding issues have been satisfactorily dealt with so as to allow the revised shift lengths to be implemented from 21/1/08. Stand down arrangement will remain unchanged.

District Structure

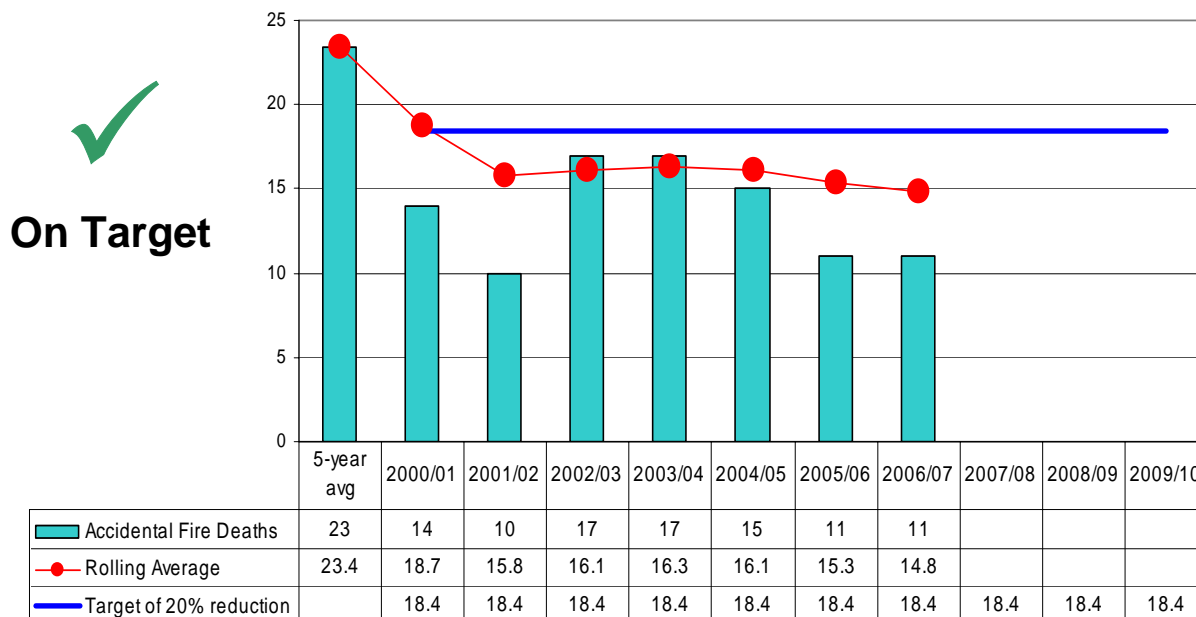
- 6.14 The district structure was implemented in January 2007, in response to a growing awareness of the need to increase the Authority's involvement in Local Authority Agreements and associated partnerships.
- 6.15 The role of Operational Support Officer was modified to provide support to the District Manager. The managerial role however, is at a relatively junior level, and is subjected to the operational 2.2.4 shift pattern.
- 6.16 District Managers highlighted the unsuitability of the Operational Support Officer 2,2,4 shift pattern to support the District structure.
- 6.17 A review of the district structure suggested that replacing the operational (fire cover) role of the OSU with Flexi Duty System officers, at middle management level, and committing the day-to-day role of those officers to support district management, would be a cost effective solution capable of providing the level of interaction and internal operational management required.
- 6.18 Changes to the district structure will take place on the 21st January 2008 with eleven newly appointed flexi officers taking up support roles within the districts. Additional administrative support will also be provided to further support the district structure.

SECTION 7 - MONITORING & REVIEW

National Performance and Targets

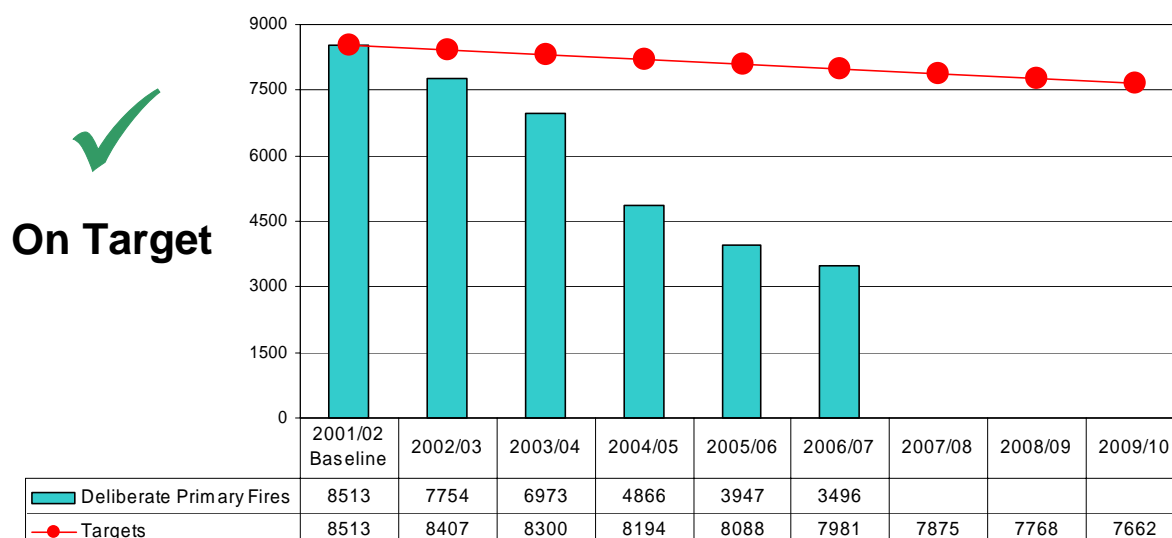
The following National Service Delivery Performance Targets came into force in April 2005.

- To reduce the number of accidental fire-related deaths in the home by 20% averaged over the 11 year period to 2010 compared with the average recorded in the five year period to 1999 – with no local authority fire brigade having a fatality rate more than 1.25 times the national average by 2010.



The baseline average has been amended to 23.4 to correspond to data recorded by Communities & Local Government (CLG). From 2001/02 WYFRA has recorded performance better than the set target.

- To reduce by 10% the number of deliberate primary fires by March 2010 from the 2001-2002 baseline.



WYFRA achieved this target in 2003/04 and has continued to improve performance year on year. The current performance is 66% better than the set target.

Local Performance and Targets

Emergency calls - (Target: = 15% reduction from **51,748** to **43,986** by March 2010)

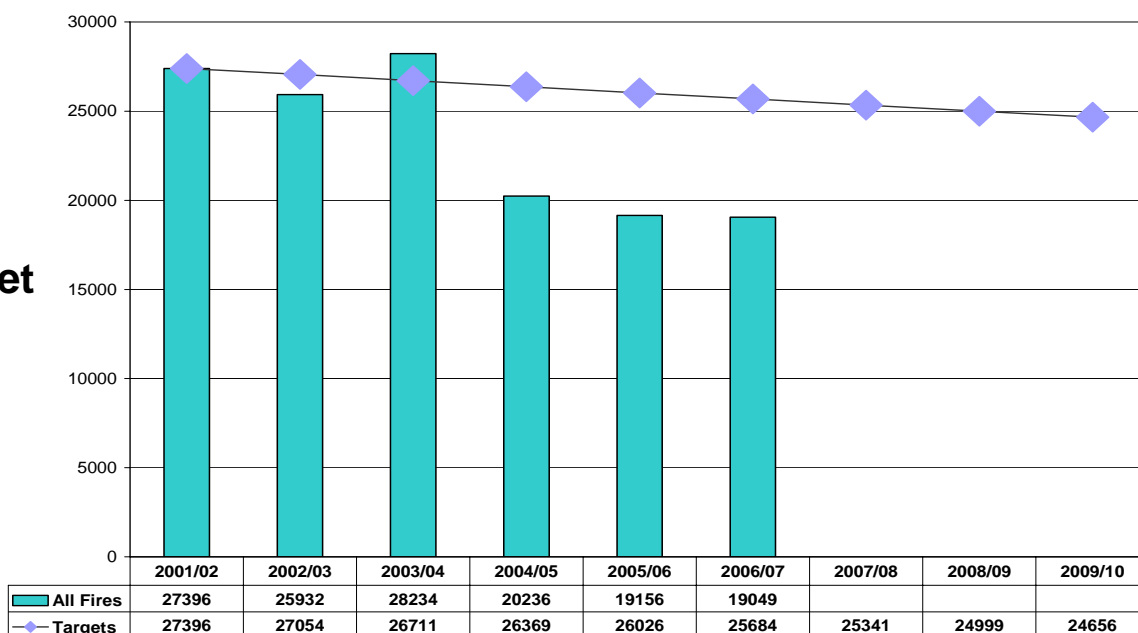
WYFRA achieved this target in 2004/05 and has continued to do so year on year. Current performance is within 10% of the set target and therefore it will be closely monitored to ensure performance remains on track.


Monitor



All fires - (Target = 10% reduction from **27,396** to **24,656** by March 2010)

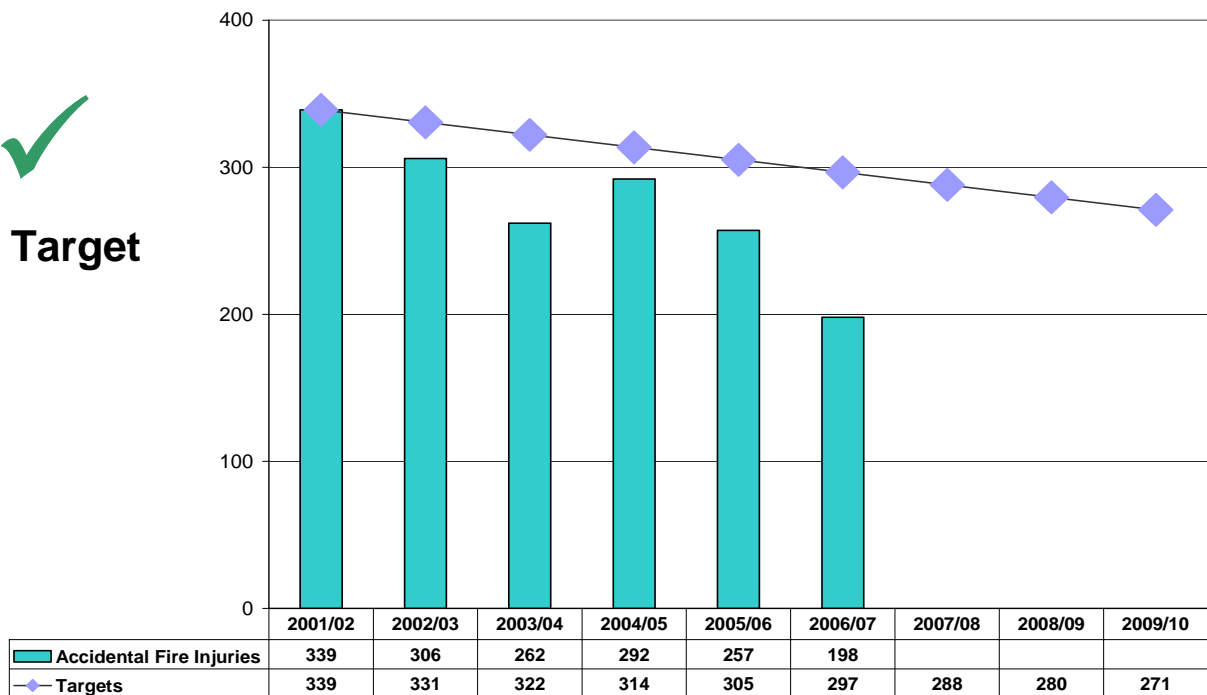

On Target



WYFRA achieved better performance than the set target on all successive years since 2003/04. This target has been achieved 5 years ahead of schedule.

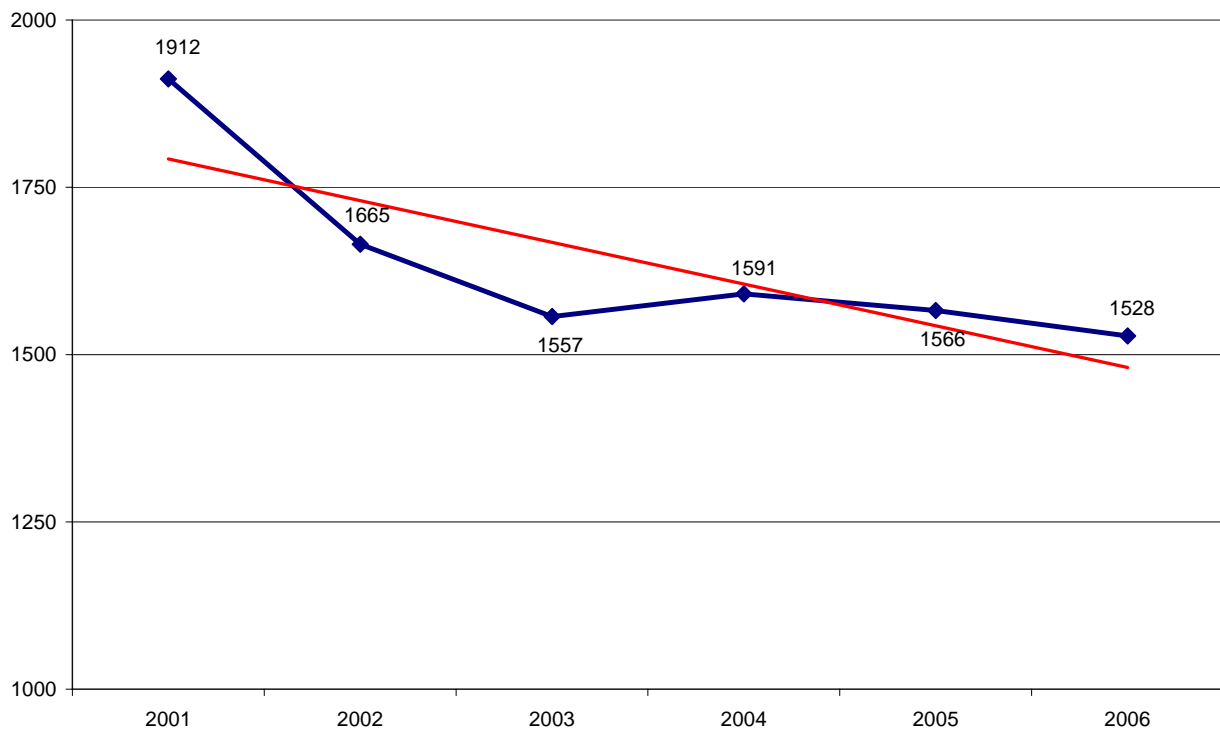
Accidental fire injuries - (Target = 20% reduction from 339 to 271 by March 2010)

✓
On Target



WYFRA achieved the set target 4 years ahead of schedule.

Accidental dwelling fires – West Yorkshire Trend line – 2001 - 2006

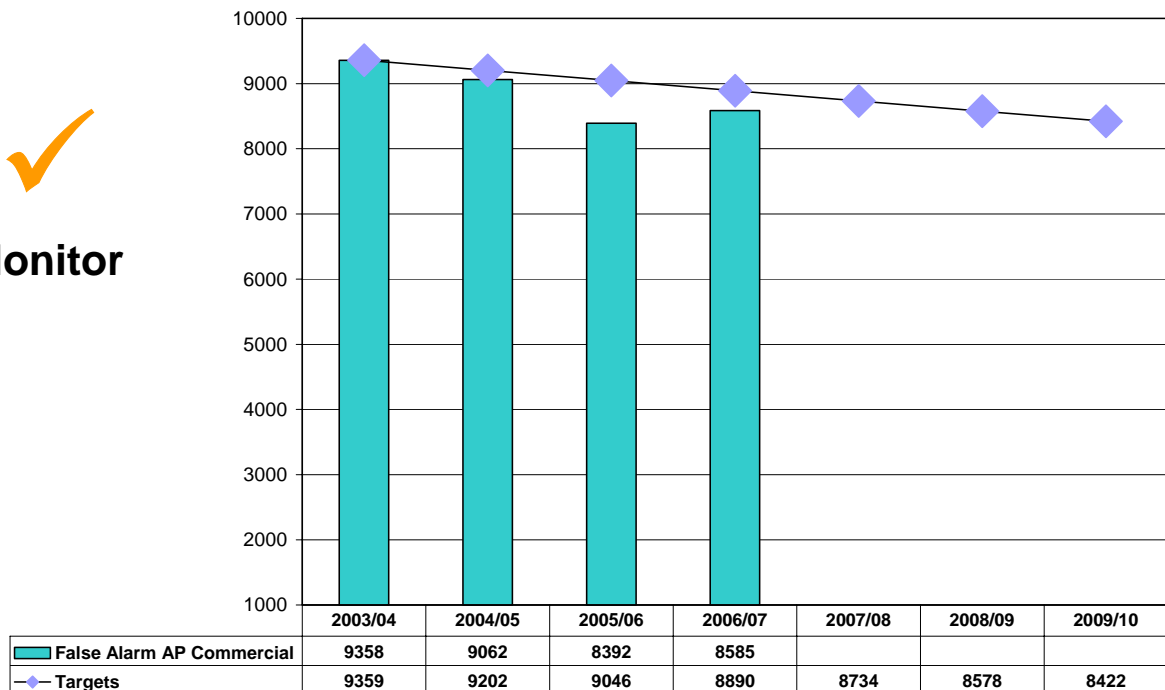


WYFRA has reduced accidental dwelling fires by almost 400 per annum from the 2001 annual total.

Unwanted fire signals from commercial AFD equipment - (Target = 10% reduction from 9,359 to 8,422 by March 2010)



Monitor

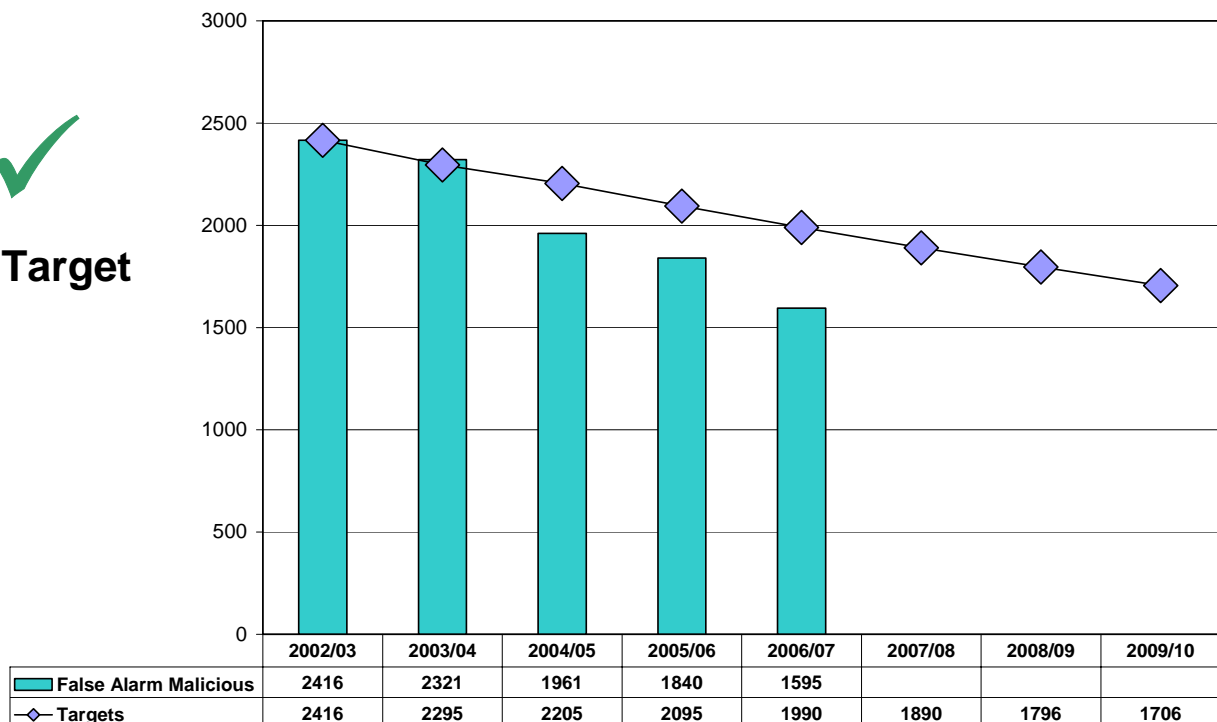


WYFRA has continued to achieve better performance than the set target. However, current performance is within 10% of the target and therefore it will be closely monitored to ensure it remains on track.

Malicious false alarms - (Target = annual 5% reduction from 2,416 to 1,706 by March 2010)



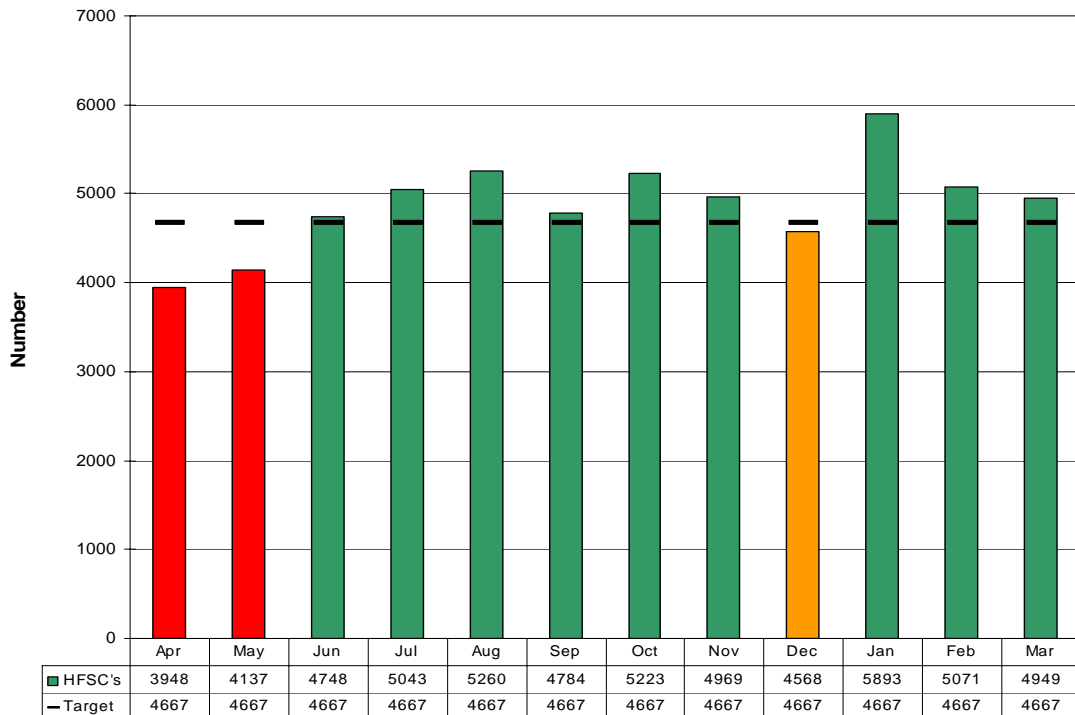
On Target



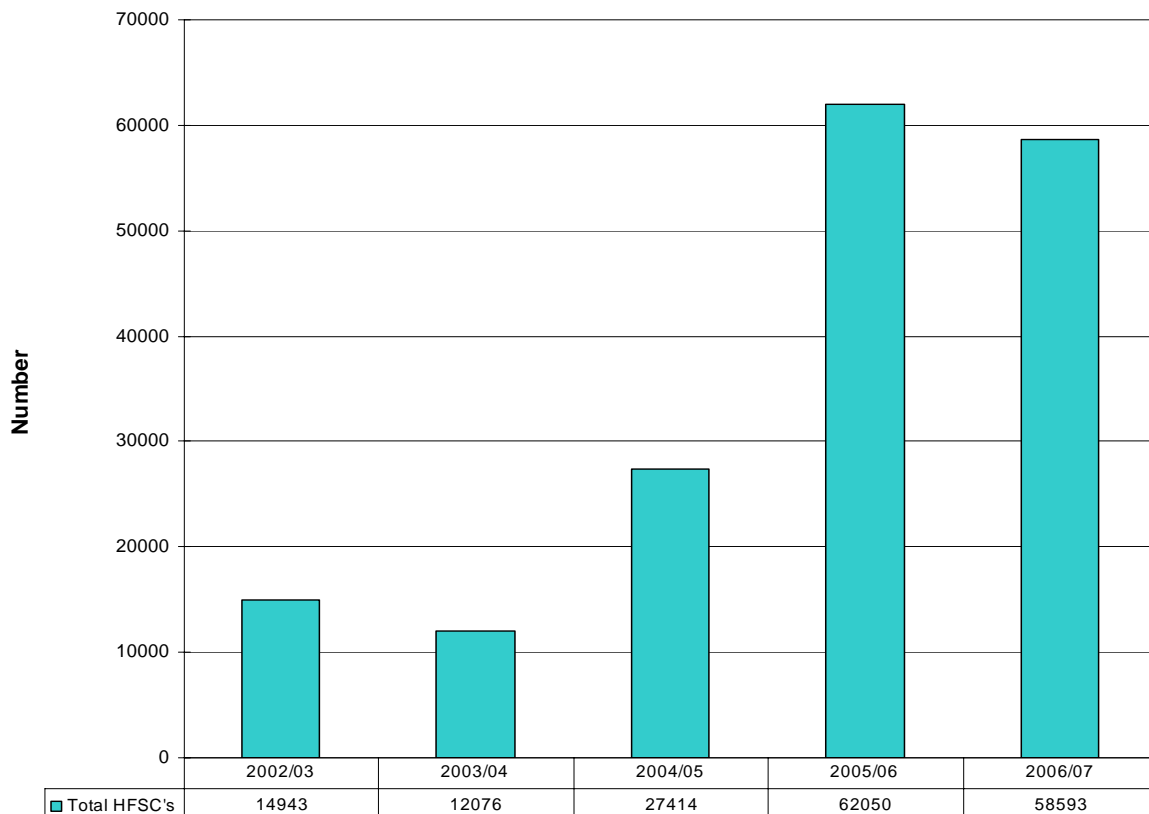
This target was achieved 4 years ahead of schedule.

Home Fire Safety Checks - (Target = 56,000 HFSC's by 31 March 2007 – 4,667 per month)
The total number of HFSC's completed was 58,593, over 2,500 more than the set target.


**Target
 Achieved**



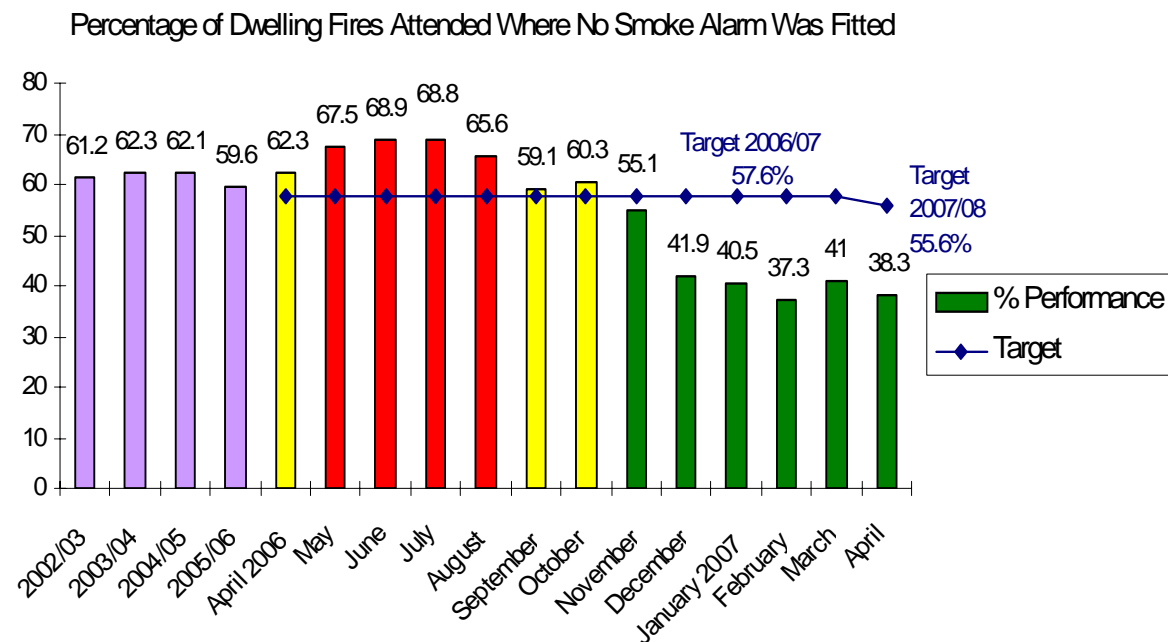
Home Fire Safety Checks - 5 Year Comparison – 02/03 to 06/07



WYFRA has completed over 175,000 HFSC's over the last 5 years.

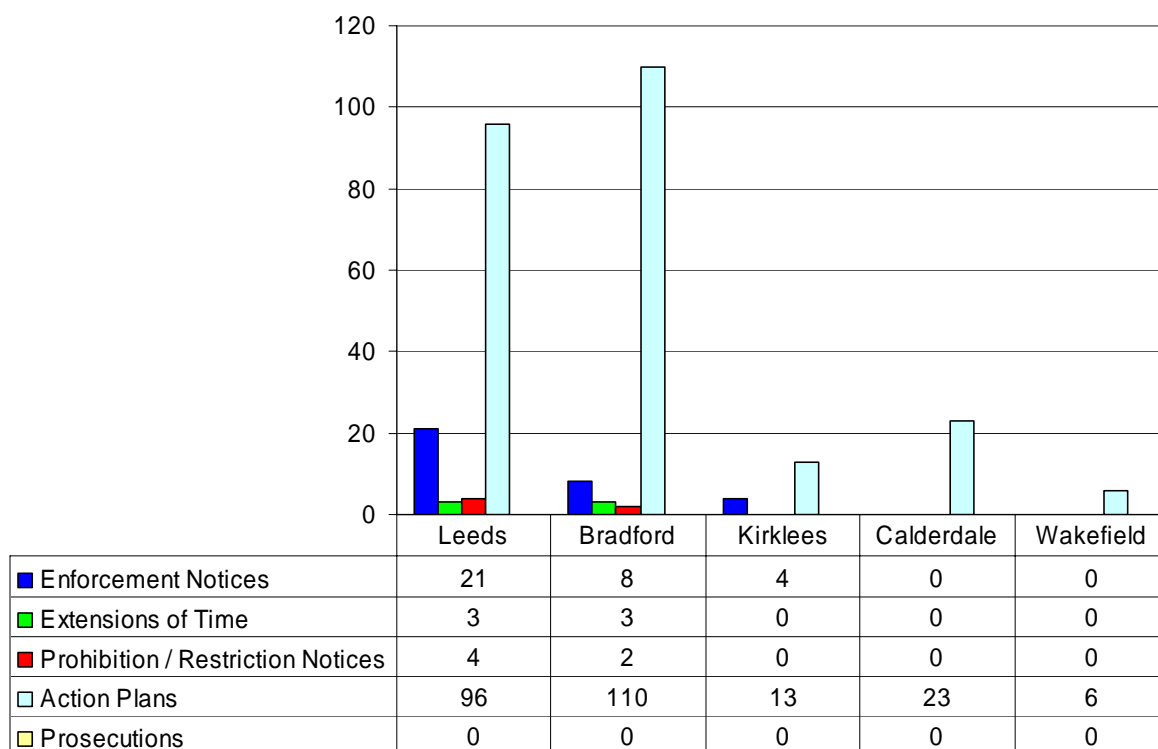
Fire Safety - Smoke Alarm Ownership

✓
Target Achieved

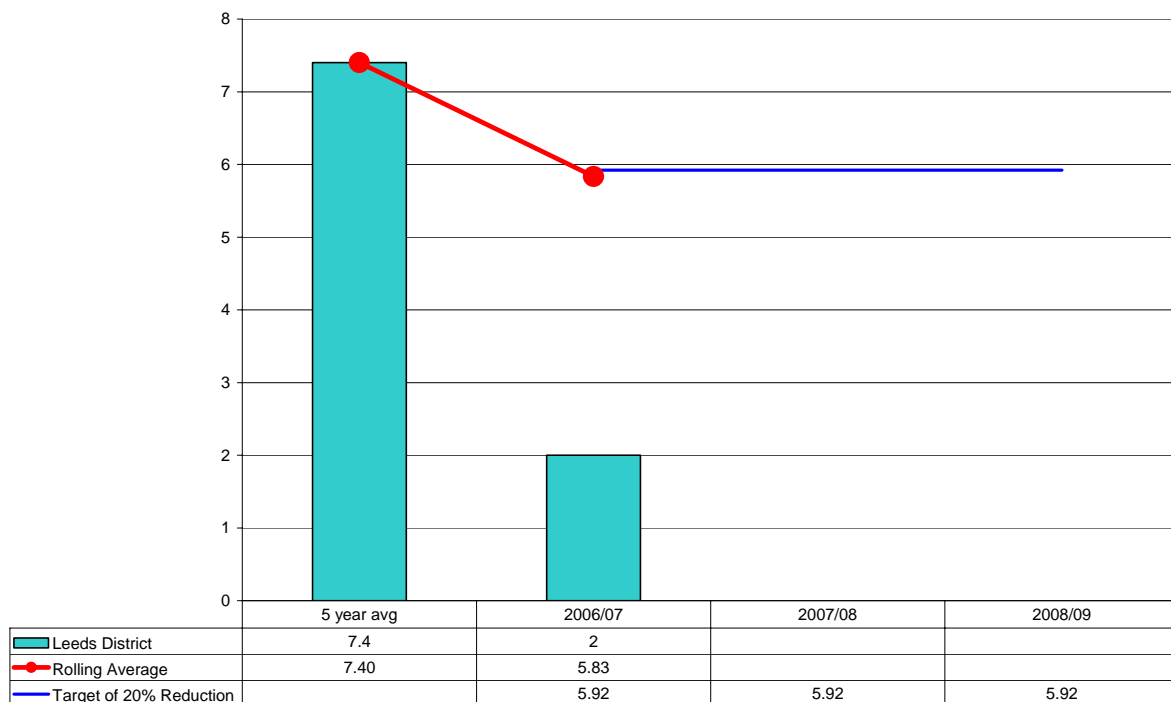


Analysis of high risk areas and groups, with improved targeting of resources and partner referrals has delivered a significant improvement in the second half of 2006/07 enabling WYFRA to achieve an out-turn figure of 55.3%.

Fire Safety – Notices Issued Since The Introduction Of The RRO - (1 October 2006)

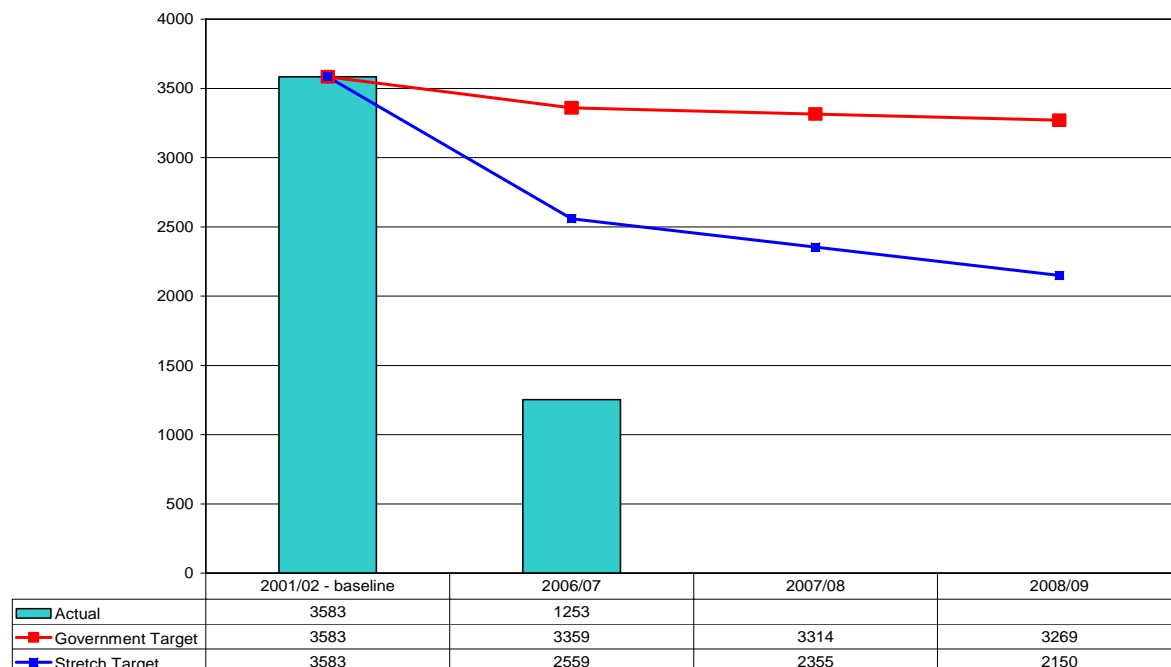


Leeds - LAA Target - To reduce the number of **accidental fire deaths in the home** by 20% from the baseline of 7.4, the 5 year average up to 1999



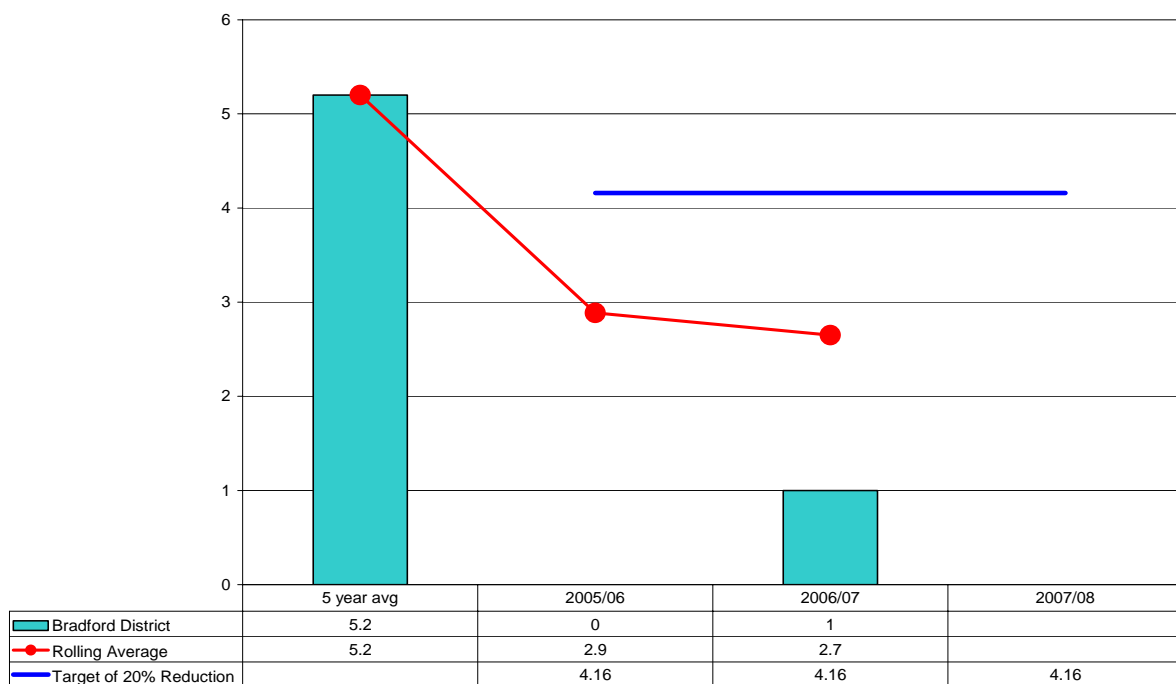
WYFRA has achieved better performance than the set target.

Leeds - LAA Target - To reduce by 10% the number of **deliberate primary fires** by March 2009 from the 2001-2002 baseline.



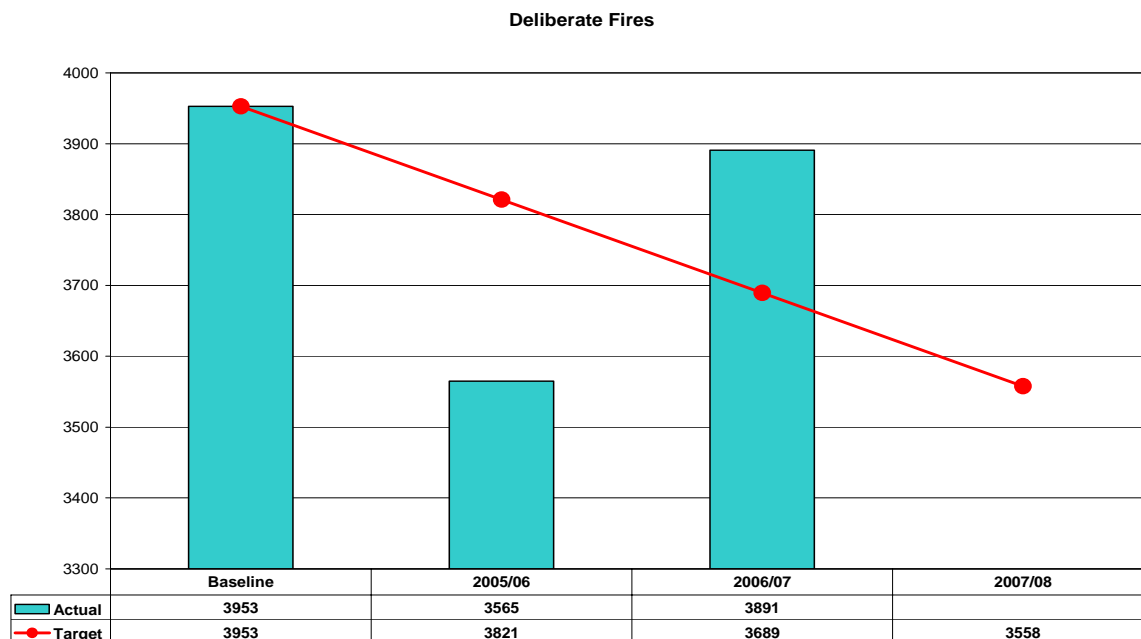
To achieve the reward element a reduction of a further 30% on top of the Government target is required. This will achieve 2,942 fewer deliberate primary fires between 1 April 2006 and 31 March 2009.

Bradford Pilot - LAA Target - To reduce the number of **accidental dwelling fire related deaths** in the home by 20%; from a baseline of 5.2 to 4.16 per year over a three year period.



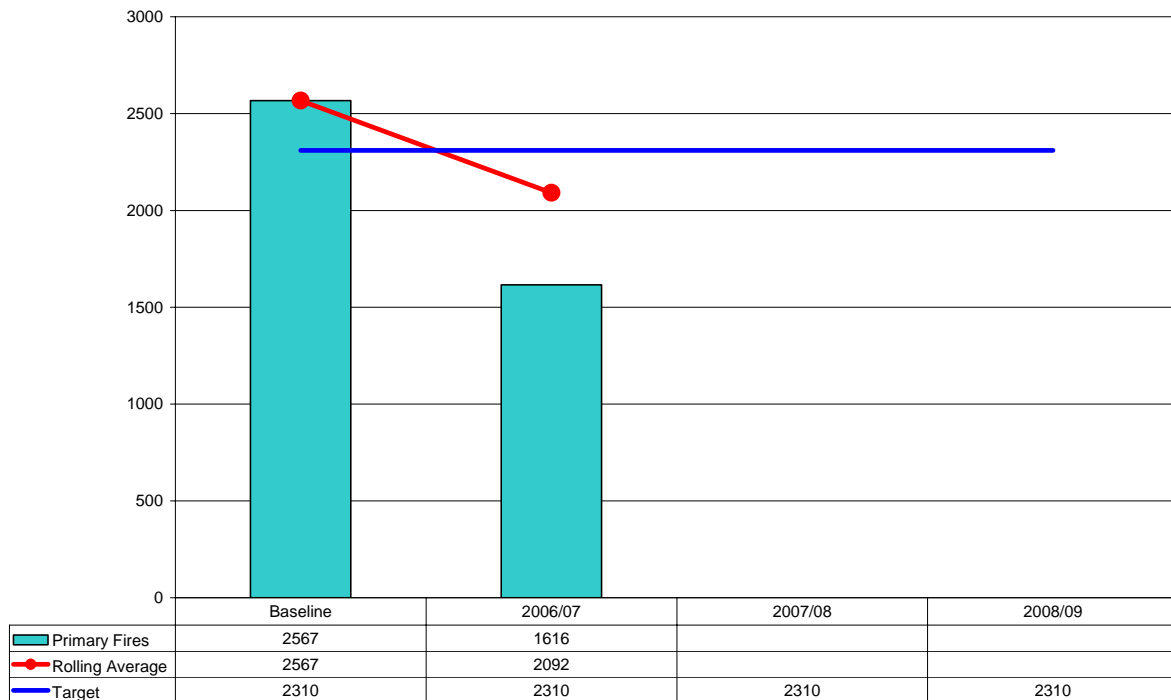
WYFRA has achieved better performance than the set target.

Bradford Pilot - LAA Target - Reduce the number of **deliberate fires** by 10% undertaking arson prevention and anti social behaviour initiatives.



The significant reduction in 2005/06 was due to the arson reduction team working within Bradford during that period. Although there has been an increase in 2006/07, performance is still below the baseline figure and performance will be further addressed in 2007/08.

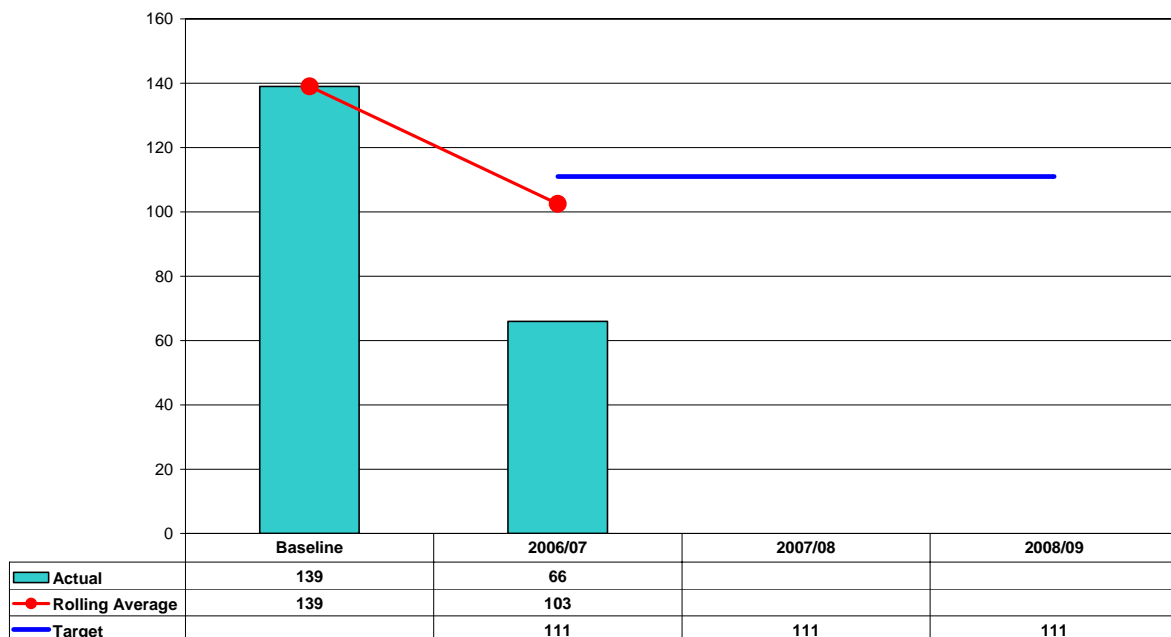
Bradford - LAA Target - To reduce the average number of **primary fires** from a baseline of 2567 to no more than 2310.3 per year over a three year period



WYFRA has achieved better performance than the set target

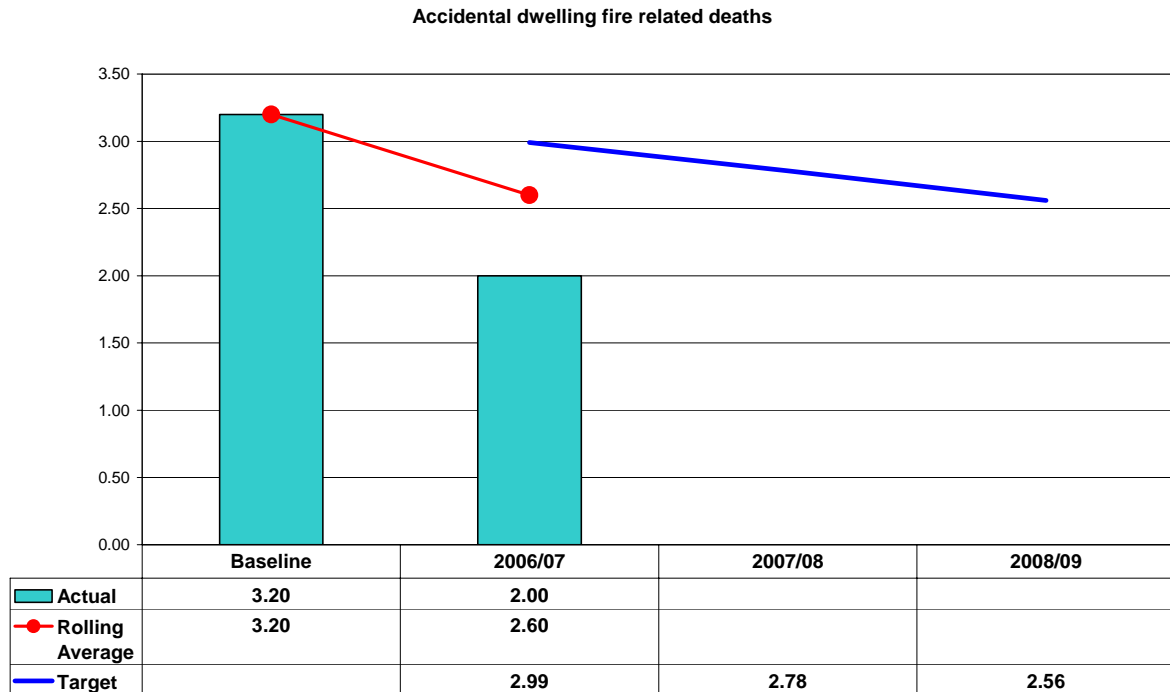
Bradford - LAA Target - To reduce the number of accidental dwelling fire-related injuries from a baseline of 139 to no more than 111.2 per year over a three year period.

Accidental dwelling fire related injuries



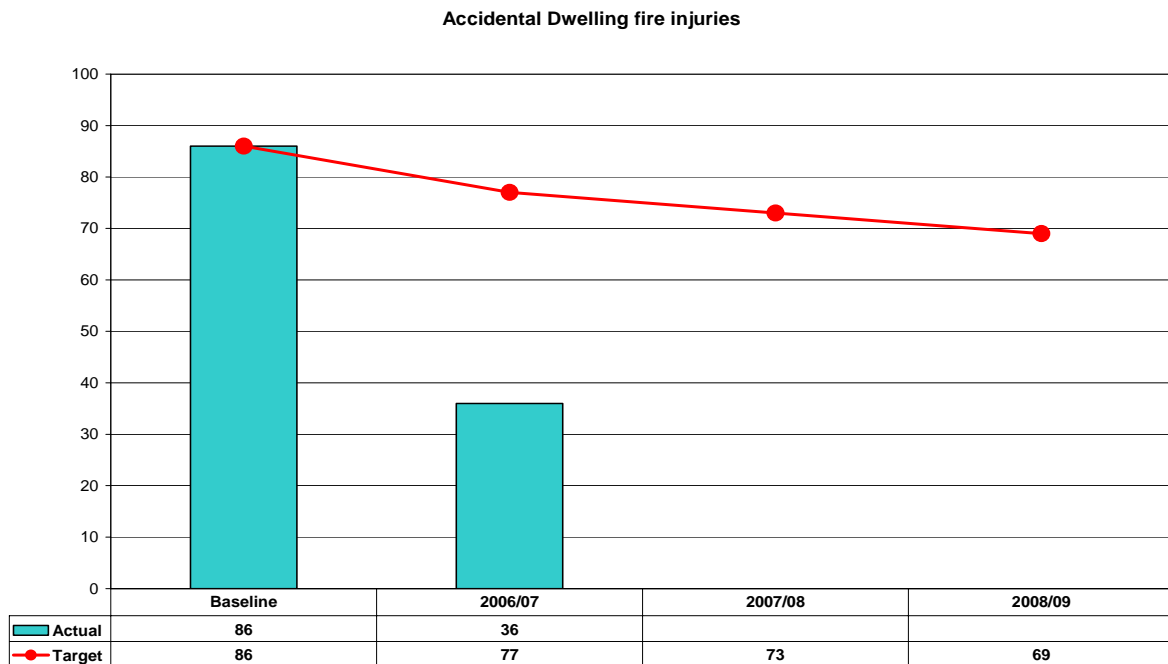
WYFRA has achieved better performance than the set target

Kirklees - LAA Target - To reduce Accidental fire deaths in the home with a baseline of 3.2 with a rolling average of no more than 2.56 per year.



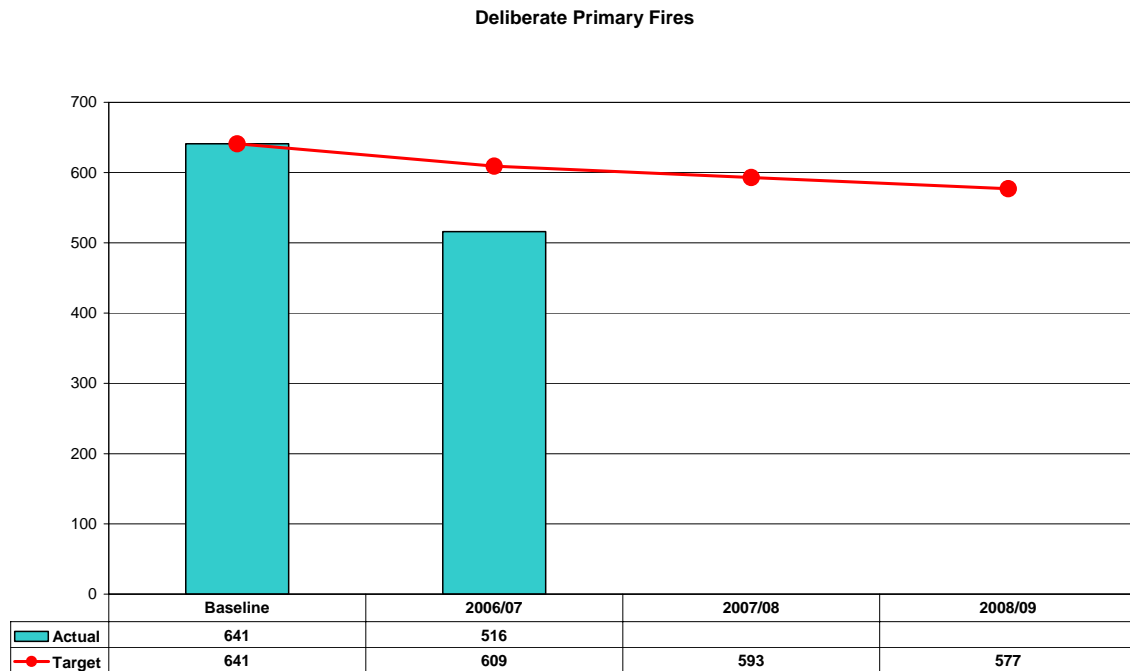
WYFRA has achieved better performance than the set target

Kirklees - LAA Target - To reduce Accidental fire injuries in the home from a baseline of 86 reducing to 77 (2006-07), 73 (2007-08), 69 (2008-09).



WYFRA has achieved better performance than the set target

Kirklees - LAA Target - To reduce **Deliberate primary fires** from a baseline of 641 reducing to 609 (2006-07), 593 (2007-08), 577 (2008-09).



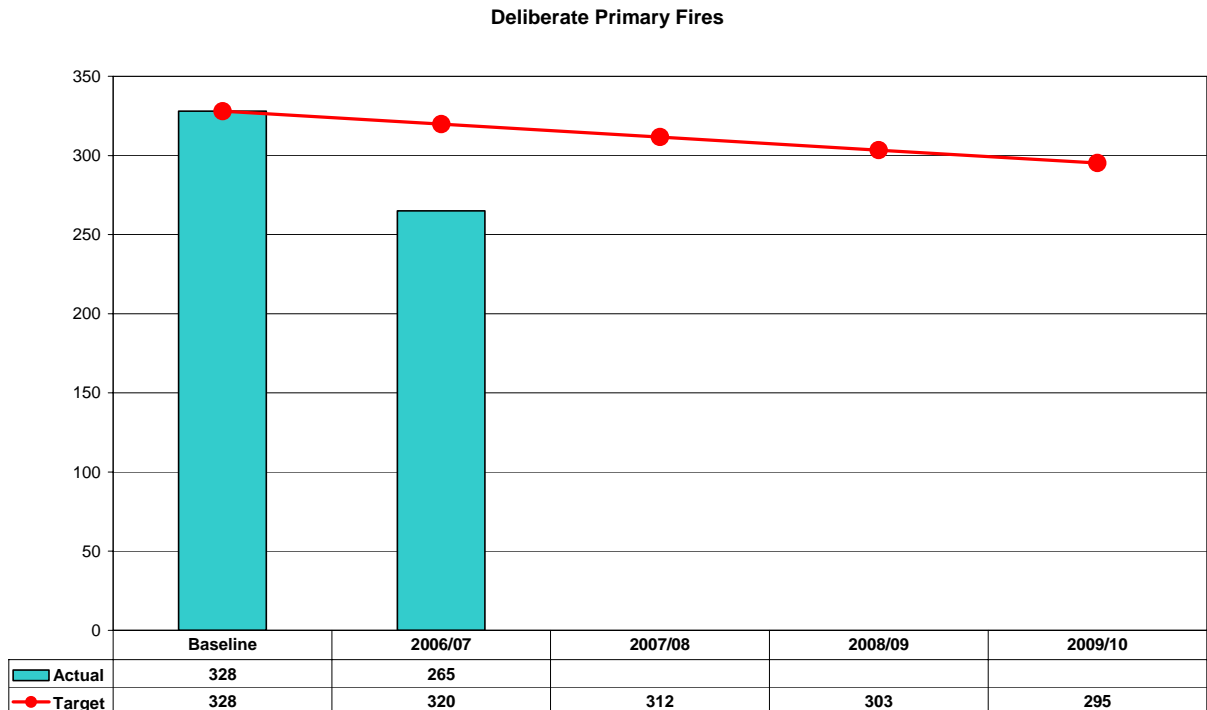
WYFRA has achieved better performance than the set target

Wakefield- LAA Target - A reduction in the incidence of **primary fires** in the District (both deliberate and accidental) from the 2001/2 baseline of 1,146 (2001/02) reducing to 1,113 (2006-7), 1,079 (2007-8) 1,045 (2008-9). Reward element stretch target for 2008-09 is 974 which is a reduction of 172 fires over the 3 year period.



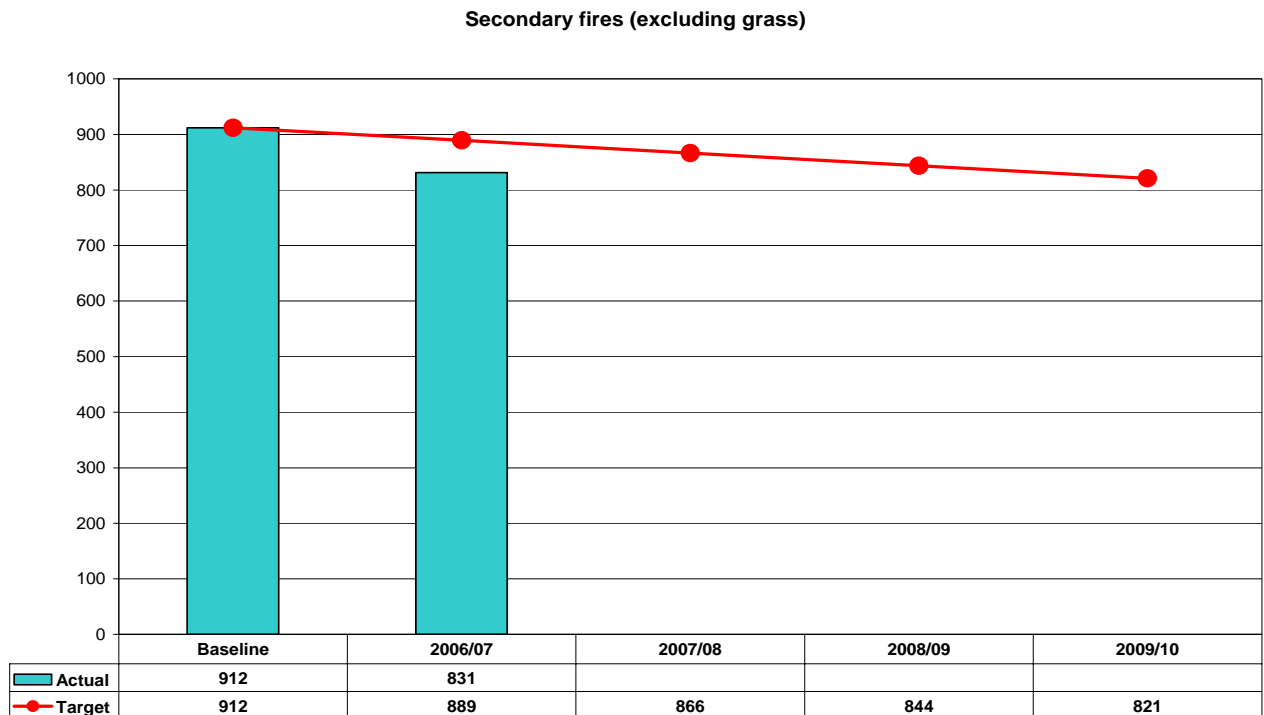
WYFRA has achieved better performance than the set target

Calderdale - LAA Target - Reduce deliberate primary fires by 10% to 295, from a base figure of 328 in 05/06.



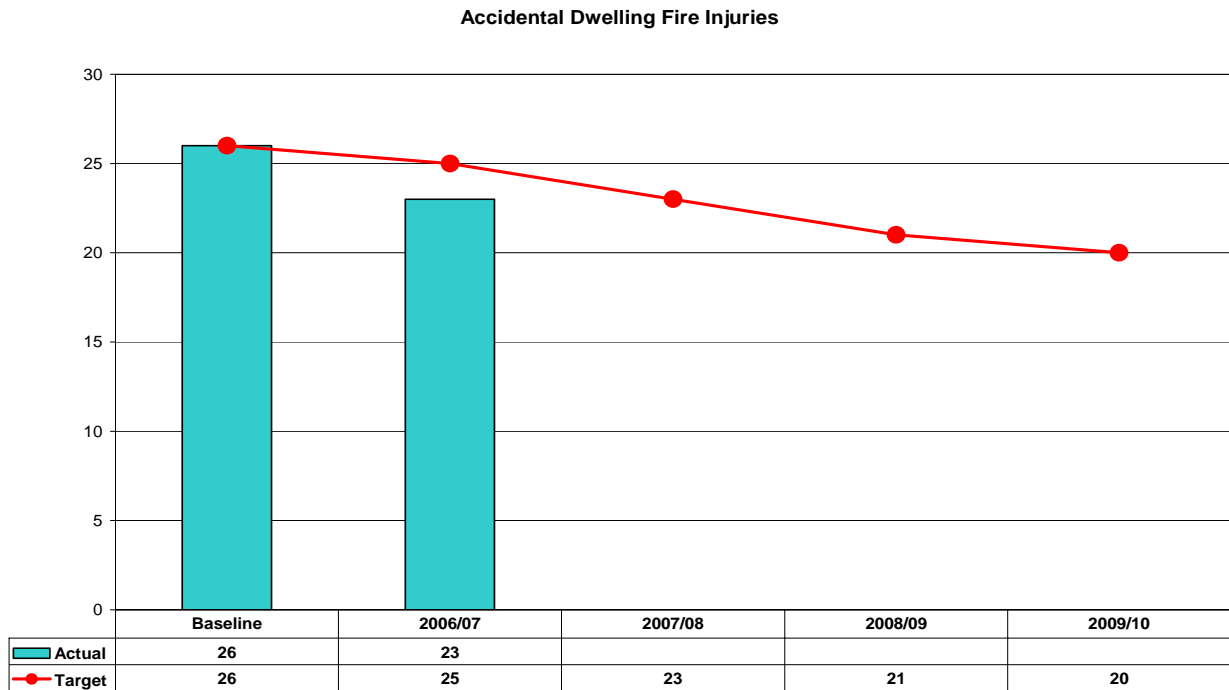
Commentary – WYFRA has achieved better performance than the set target

Calderdale - LAA Target - Excluding seasonal grass fires, reduce secondary fires by 10% to 821 by 31/3/10 from a base of 912 in 05/06.



WYFRA has achieved better performance than the set target

Calderdale - LAA Target - Reduce accidental dwelling fire injuries by 20% from 26 in 05/06 to 20 by 31/3/10.



WYFRA has achieved better performance than the set target compared to the first 6 months of 2005/06

SECTION 8 – CONSULTATION

Introduction

- 8.1 Central government guidance on the consultation ministers expect fire authorities to undertake when developing IRM Action Plans was issued in 2003 and forms the basis upon which the Authority seeks public comment.
- 8.2 Authorities must demonstrate consultation with:
- the general public e.g. Council Tax-payers
 - relevant community organisations
 - public representatives e.g. Members of Parliament
 - business organisations
 - local authorities, public agencies and other emergency services
 - employees and their representatives
 - any other interested parties.
- 8.3 Although the guidelines for best practice on consultation published by the Cabinet Office compliment the process adopted by the Authority, particularly by providing for a named consultation co-ordinator (Stephen Hardy) and also by providing a means of feedback to consultees, attempts have been made year-on-year to refine such exercises – an approach endorsed in the last Annual Audit and Inspection Letter. Specifically, it has been recognised that appropriate people within organisations must receive documentation, that there is corporate ownership of certain responses and that the consultation process is appropriate to need.
- 8.4 In order to improve the quality of consultation, it is now customary to use the summer months to involve principal stakeholders – especially public representatives – in informal discussion around the principles of reform and the options for change. In addition to generating more well-informed debate with these partners about integrated risk management planning this pre-consultation phase impacts directly on the final draft proposals which the Chief submits to the Authority.

Consultation Milestones

- 8.5 June-August - Internal briefings, meeting with Wetherby Town Council, correspondence with regional partners, local councillors and MPs.
- 7 September - Authority considers releasing draft Action Plan for 12-week period of formal consultation.
- 3 December - Closure of consultation period.
- 21 December - Authority meets to consider representations.

- 8.6 Formal consultation will include a public meeting in Wetherby, presentations to MPs, district councillors, parish representatives etc. A special Hotline, telephone **01274 655717**, will also be provided within the Media and Public Relations Unit so officers can guide members of the public through the consultation process.

SECTION 9 – YEAR 5 ACTION PLAN

- **A - Risk Reduction Plan**
- **B - Fire Safety Risk Based Re-Inspection Programme for 2008/9**
- **C - Road Safety Strategy**
- **D - Targeted Retained Recruiting**
- **E - Emergency Cover Provision in North East Leeds**

A – Risk Reduction Plan 2008/9

9.1 The strategy of Home Fire Safety Checks (HFSC) and fitting smoke detectors commenced in 1996. The ongoing 'Level 1 County-wide Strategy' will ensure that by 2013 we will have undertaken approximately 450,000 initial and return visits to households in West Yorkshire.

9.2 Level 1 – Countywide strategy.

HFSC workload is sub-divided into the following specific strands. Firstly, operational crews will visit 42,500 households per year. Secondly, the Community Fire Safety Risk Reduction Teams will conduct a further 13,500 visits per year. It is recognised that some of the visits undertaken will result in findings that cannot be dealt with by one visit or one agency working alone. District and Station Managers will be responsible for ensuring that the correct level of support is given in every case. In addition, the Community Safety Team will also support this initiative.

9.3 Level 2 – Specific IRMP based strategy.

Where the IRMP proposals recommend that operational resources be modified, the level one strategy above will be delivered within a one-year period, commencing 6 months prior to the planned implementation date. This will be achieved by the provision of a 'Task Force' consisting of risk reduction teams and fire crews, who will strengthen and supplement the local fire station's efforts in their delivery of Community Fire Safety services. Resources may need to be sustained in such areas to manage the residual risk.

9.4 In addition to the Home Fire Safety Check workload the Authority is committed to reduce the number of deliberate and nuisance fires. This type of incident is often a symptom of other anti-social behaviour. It invades communities and threatens social and economic well-being. Deliberate and nuisance fires are still the largest single cause of fire within the county. To tackle these and create safer places, within which to live and work, we will continue to invest in local arson reduction projects. Many of these initiatives will involve the Authority working in partnership with other agencies.

B - Fire Safety Risk Based Re-Inspection Programme for 2008/9

- 9.5 Produce and publish a risk based re-inspection programme for 2008/09 to comply with Government expectations and guidance. The programme will be designed to ensure that all aspects of the inspection workload clearly contribute to an integrated risk management approach, targeting inspections on a risk appropriate basis.
- 9.6 The programme will not be totally fixed for the year in order to provide a certain amount of flexibility to maintain focus on the premises considered to be at the highest risk.
- 9.7 Officers of the Authority will inspect the premises proposed by the inspection programme and ensure that the Authority's statutory responsibilities are discharged in accordance with the principles of 'Enforcement Management Model' and the 'Enforcement Concordat'.
- 9.8 Information gathered during the inspections will be used to determine the fire risk profile of commercial premises in West Yorkshire in accordance with the Fire Service Emergency Cover (FSEC) criteria.

C – Road Safety Strategy

- 9.9 The Fire and Rescue Service (FRS) is in a unique position to see first hand the trauma caused by incidents and the consequences they cause. The purpose of the Road Safety Strategy is to work with partners to reduce the number of incidents associated with roads in West Yorkshire set against the PSA targets which are established both nationally and locally.
- 9.10 In 2000, the Government published “Tomorrow’s Roads: Safer for Everyone” its strategy for improving road safety during the period 2000 to 2010 and includes the Public Service Agreement (PSA) targets for risk reduction on the roads based on 1994 to 1998 average baseline. The targets are reflected in the ‘Local Transport Plan’ for the West Yorkshire, they are:
- A 40% reduction in the number of people killed or seriously injured in road accidents. (In 2006, nationally 31,845 people were killed or seriously injured, 33% below the baseline – in West Yorkshire 1140 people were killed or seriously injured, 23% below the baseline)
 - A 50% reduction in the number of children killed or seriously injured. (In 2006, nationally 3294 children were killed or seriously injured, 52% below the baseline – in West Yorkshire 147 children were killed or seriously injured, 46% below the baseline.)
 - A 10% reduction in the casualty rate, expressed as the number of people slightly injured per 100 million vehicle kilometres. (The reported rate nationally in 2006 was 26% below the baseline – in West Yorkshire the reported rate was 24% below the baseline).
- 9.11 Much work still needs to be done to reduce deaths and injuries. This will be achieved by targeting already identified groups to reduce risk by utilising and enhancing existing guidelines, policies and principles which have been well established on a local, regional and national basis. Work will also be undertaken to develop improvements to those strategies and explore new areas.
- 9.12 The main area of concern for the FRS is the number of Road Traffic Collisions which it attends, and the main focus of the strategy will be to reduce the number of attendances to this type of incident. Targets will be agreed with District Managers. A second and equally important element to the work is in making a serious contribution to the reduction of the killed and seriously injured on the roads.
- 9.13 To contribute to the target reduction, several work streams will be developed which will follow the guidance issued by the Chief Fire Officers Association (CFOA) ‘Best Practice’ guide and will include:

Inter-agency Working and Partnerships

- 9.14 Develop existing and create new relationships at local, regional and national level, to ensure the resources of the FRS are being best used. Established and successful strategies exist already, adding value to these will enable action planning to be much more effective.

Prevention

- 9.15 Raising awareness of the role of the FRS in road safety issues through education and the use of the media. The FRS has an excellent 'brand' image and long experience in training, education and working with the media. This will be achieved by accessing high-risk groups within the community, these groups and individuals are often the focus of existing community safety activities and road safety awareness is only an extension of FRS existing role.

Protection

- 9.16 Contributing to the creation of a safer environment on the road and in vehicles. Developing post incident data sharing and intelligence with partners is essential to ensure that effective targeting can be evaluated and maintained. The FRS can work closely with the Police, Highways Agency, DVLA, Road Safety Officers, and the Local Authority to raise the awareness and consequences of poor driving.

Intervention

- 9.17 Working with the Operations and Training Departments to develop the best technical competence through annual conferences and challenges and the use of the most up to date techniques and policies. This includes the concept of 'the casualty centred response.'

Marketing

- 9.18 Contributing to a consistent road safety message to the target audiences. The FRS is trusted within our communities, and has a strong track record delivering the safety message. We are seen as role models, and have a positive influence on younger people.

D – Targeted Retained Recruiting

- 9.19 There are fourteen retained stations within West Yorkshire staffed by personnel who provide part time cover from their home address. Maintaining a workable establishment can prove difficult. To assist Station Managers a new recruiting procedure has been developed.
- 9.20 The district Group Manager, in consultation with the retained stations parent Station Manager will make the decision whether to recruit or not and identify the availability required to keep the pump on the run.
- 9.21 A strategy meeting will take place, with interested parties including Station Manager, Watch Manager, Equalities and Recruitment unit staff, Public Relations officer, Information Team assistant, Station Manager Operations Command Team and Retained Liaison Manager, to discuss the most suitable way to proceed.
- 9.22 Several initiatives are to be considered, including, banner advertisement at station, leaflet drop one mile radius of station, newspaper advertisement special feature, radio advertisement through the news desk, letters to local employers and schools, recruitment day on station, target women and minority groups, awareness raising, and advertisement in Job Centre Plus.
- 9.23 Equalities & Recruitment unit staff will liaise with information team assistant and produce leaflets and posters for distribution within one-mile radius of Retained Duty System fire stations, when applicable.
- 9.24 The local fire stations will more than likely be the initial point of contact, any Retained Duty System enquiries should be forwarded to the Equalities & Recruitment unit.
- 9.25 Equalities & Recruitment unit staff will support Retained Duty System stations recruitment day by presenting the new Firefighter entry selection tests.

E – Fire and Rescue Provision in North East Leeds

- 9.26 West Yorkshire Fire and Rescue Service currently provides emergency cover throughout the county from 48 fire stations using a variety of fire appliance allocation arrangements and crewing systems. Typically, stations with very high, high and medium risk profiles are staffed by whole-time personnel, predominantly on a shift-based system. Areas with the lowest risk profiles are provided with cover, using the retained duty system, which utilises part-time staff from within the local community. The number of fire appliances, based at each station, also reflects the risk and activity levels within the station area. Stations with the highest risk profiles and activity levels are typically provided with two pumping appliances.
- 9.27 Integrated Risk Management Plan 2006/7 recommended that Wetherby should be paired with Moortown, and Garforth paired with Gipton. Gipton and Moortown would, in effect, have a three-pump establishment to operate two-pumps out of the multi-pump station and one-pump from their partner one-pump station. For the purpose of crewing arrangements personnel would form part of the establishment and be based at the multi-pump stations. Station and Watch Managers will manage the staffing rota for the multi-pump station and its partner one-pump station locally in order that skills and topographical knowledge is not compromised.
- 9.28 This was accepted at the Authority meeting in December 2005 and implemented in April 2006.
- 9.29 The pairing of stations has not been without problems and it has been decided to revisit both Wetherby and Garforth to investigate other suitable options for providing emergency cover in both Towns.

Fire and Rescue Provision Wetherby

- 9.30 Wetherby is provided with a one-pump station, crewed by whole-time (full time) personnel on the 2 days, 2 nights, and 4 days off duty system (2x2x4).
- 9.31 Wetherby is paired with Moortown Fire Station. Moortown, has in effect, a three-pump establishment; to operate two-pumps out of the multi-pump station and one-pump from their partner one-pump station.
- 9.32 Because Wetherby is staffed from the establishment at Moortown Fire Station, this resulted in the appliance turning out with four riders on 55% of occasions during 2006.

Risk Profile

Wetherby

- 9.33 Wetherby operates one-pump crewed by whole-time personnel. The station has a low risk band for 10 indicators and a medium risk rating for road traffic collisions.
- 9.34 The following table is extracted from the risk indicator matrix and compares Wetherby with other Leeds District stations.

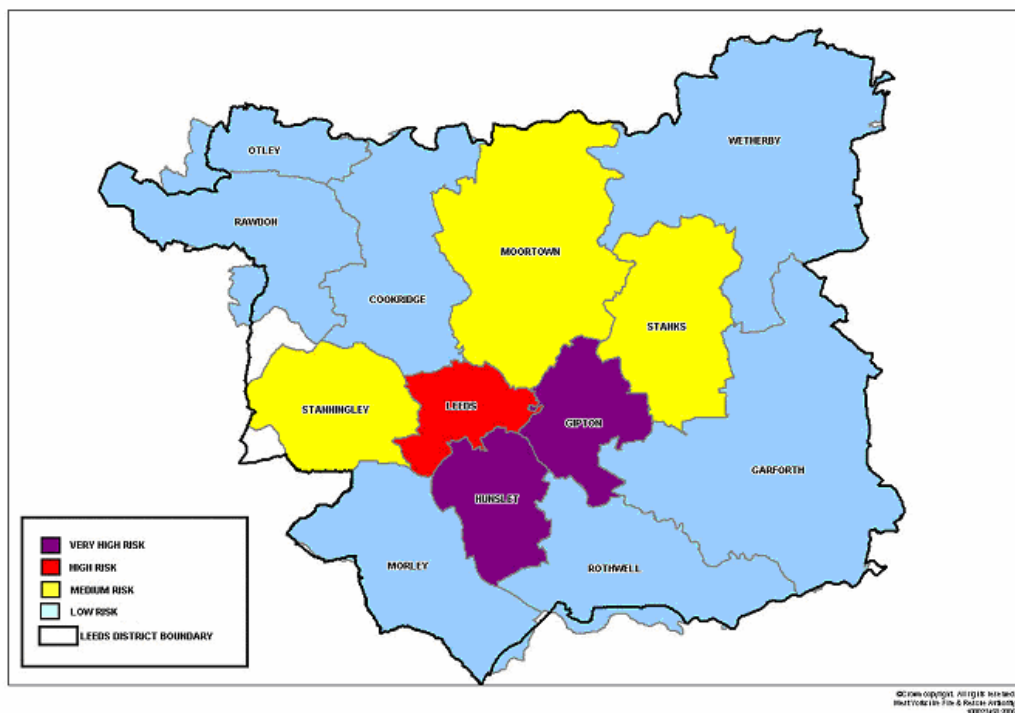
Risk Key	Duty System	5 Year Average (2002 - 2006)					5 Year Total (02 - 06)		5 Year Average (2002 - 2006)			2006 Incidents	
		Deprivation	Dwelling Fires	Building Fires	Secondary Fires	Car Fires	Major Fires	Total Preventable Fatalities (5 Years)	Rate of Dwelling Fires per 1,000 dwellings	Road Traffic Collisions	Special Service Calls (life risk)	Life Risk Incidents	
V. High													
High													
Medium													
Low													
	Wetherby	Whole Time	9.2	9	17	40	18	0	0	0.82	21.8	13.2	35
	Otley	Retained	10.2	8	6	52	12	3	0	0.97	9.4	5.4	16
	Leeds	Whole Time	35.2	116	103	605	182	8	2	4.06	41.0	48.4	315
	Cookridge	Whole Time	18.5	56	30	215	78	1	2	1.79	23.4	23.0	118
	Garforth	Whole Time	14.5	18	20	124	60	2	0	0.97	29.8	16.4	55
	Gipton	Whole Time	46.5	168	82	1164	517	6	5	5.19	33.6	45.8	246
	Hunslet	Whole Time	46.9	133	69	1046	287	7	6	4.90	47.8	47.2	253
	Moortown	Whole Time	24.9	85	33	360	158	4	1	2.28	40.8	36.6	150
	Morley	Whole Time	21.5	29	25	255	92	4	2	1.19	48.4	27.8	97
	Rawdon	Whole Time	12.4	16	14	94	30	1	0	1.11	15.8	13.6	55
	Rothwell	Whole Time	25.0	13	16	188	75	1	0	0.88	24.2	18.8	46
	Stanks	Whole Time	32.0	37	29	326	153	3	1	2.04	17.4	18.0	68
	Stanningley	Whole Time	27.7	83	64	671	162	7	0	2.23	39.0	41.4	177

- 9.35 Wetherby and Otley have a similar risk profile, but Otley is staffed by retained personnel who provide part time cover from their home address within the station area. In fact Wetherby is the forty-second busiest station in West Yorkshire and the quietest whole-time station.
- 9.36 Incidents in Wetherby station area have reduced by 11% since 2001 and accidental dwelling fires by 8%.

Conclusions

- 9.37 Wetherby is a low risk, low activity station, illustrated below as ‘Leeds District with risk ratings’.

Leeds District with risk ratings



- 9.38 Wetherby station is currently staffed using whole-time personnel. With regard to the associated operational workload and fire risk within the local community, this option is both inefficient and uneconomical.
- 9.39 The existing method of staffing at Wetherby is not cost effective and the risk profile does not support a whole-time crew.
- 9.40 It is felt that fire cover for the community of Wetherby may be more effectively provided. The risk and activity profile in Wetherby is consistent with a retained duty system station. Retained duty system firefighters are part-time personnel which provide cover from their home address within the station area, during the day and night periods.
- 9.41 Whilst the risk profile is that of a retained station there are problems associated with recruitment, retention and training of firefighters, which make it an unviable option.
- 9.42 Day crewing, which is a recognised duty system, would be the most appropriate option for Wetherby (see below advantages and disadvantages comparing day crewing with a retained duty system). This was borne out during the pre-public consultation phase.

Recommendation

- 9.43 Wetherby to be staffed using the day crewing system. This system allows for a whole-time crew to be on duty during the daytime period 09:00 to 18:00 hrs and then to respond to emergencies from their homes at all other times. Personnel will reside within a pre-determined response-time zone. This represents a more effective use of resources and will allow targeted risk reduction activity amongst high-risk groups throughout West Yorkshire.
- 9.44 A targeted campaign to drive down risk by providing a Home Fire Safety Check to every residence in Wetherby and surrounding community, will take place prior to the transition to day crewing.

Note - It is anticipated that the full transition from shift based cover to day crewed cover would be achieved gradually, following approval of this recommendation.

Advantages and disadvantages

Advantages	<p>Over Current Provision</p> <ul style="list-style-type: none"> A. A sustainable fire and rescue provision. B. Consistency in staff at Wetherby C. Closer working relationship within the community. D. Firefighters live and work in Wetherby. E. Increase in firefighters riding on the appliance. F. More cost effective way of providing fire and rescue provision. G. With two watches, instead of four, firefighters will attend twice as many incidents, helping to maintain competence levels. H. Removal of station pairing/shift pattern which resulted in only 4 firefighters on the appliance; this has caused concern for both Wetherby Town Council and Fire Brigades Union. I. Duty system, which is recognised by employee representative bodies. J. Opportunity for firefighters to increase their income. <p>Over Retained Duty System</p> <ul style="list-style-type: none"> K. Guaranteed 24-hour fire cover provision. L. Easier to recruit firefighters. M. Greater staff retention. N. Increased opportunity for training, therefore competence levels are easier to maintain. O. No problems associated with Working Time Directive Regulations.
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Disadvantages	<p>Over Current Provision</p> <ul style="list-style-type: none">A. Attendance time to fifty percent of incidents will increase slightly because personnel will attend the fire station from their homes.B. High residential property costs in local community may make it difficult for staff to purchase property in a suitable location to provide evening cover. <p>Over Retained Duty System</p> <ul style="list-style-type: none">C. Increased cost of fire and rescue provision.
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Fire and Rescue Provision Garforth

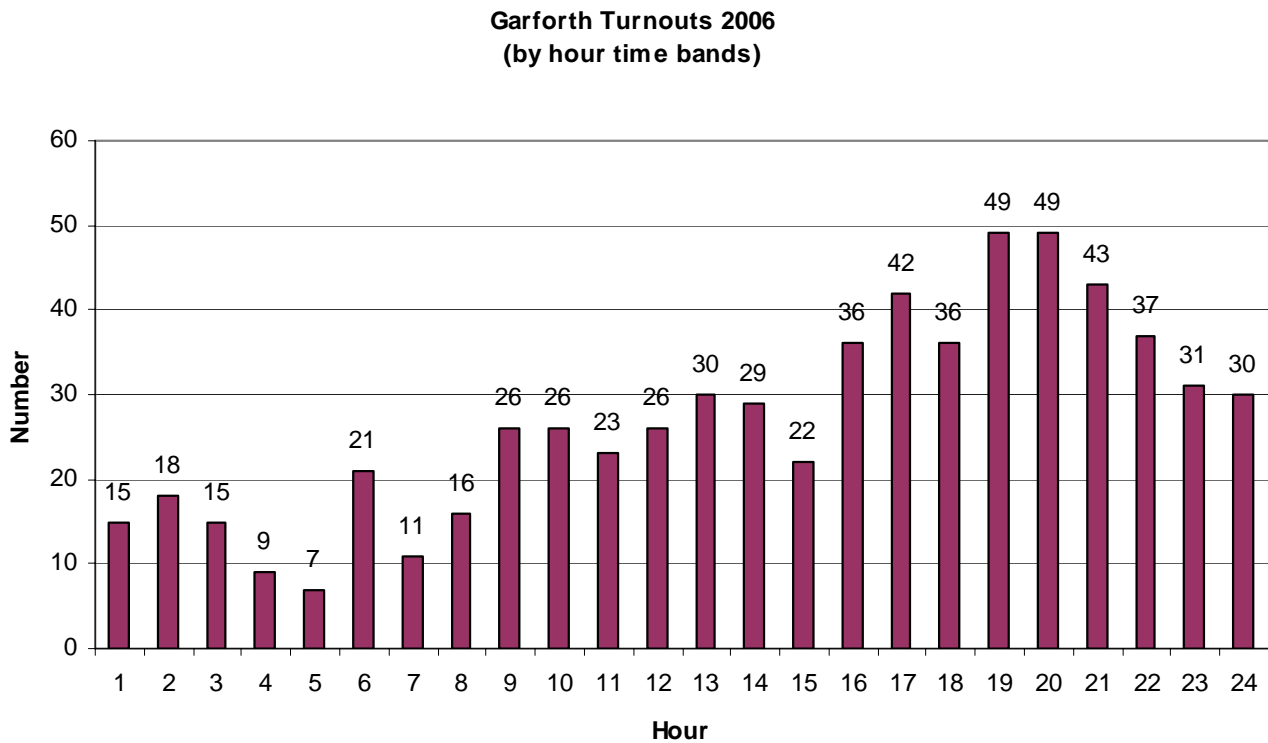
- 9.45 Integrated Risk Management Plan 2006/7 recommended that Garforth should be paired with Gipton. Gipton would, in effect, have a three-pump establishment to operate two pumps out of the multi-pump station and one-pump from their partner one-pump station. For the purpose of crewing arrangements personnel would form part of the establishment and be based at the multi-pump stations. Station and Watch Managers will manage the staffing rota for the multi-pump station and its partner one-pump station, locally, in order that skills and topographical knowledge is not compromised.
- 9.46 Garforth operates one-pump crewed by whole-time personnel. Nine of the risk indicators are in the low risk rating, special service calls as a medium risk rating and road traffic collisions as a high-risk rating.

The following table is extracted from the risk indicator matrix.

		5 Year Average (2002 - 2006)					5 Year Total (02 - 06)		5 Year Average (2002 - 2006)			2006 Incidents	
Risk Key		Duty System	Deprivation	Dwelling Fires	Building Fires	Secondary Fires	Car Fires	Major Fires	Total Preventable Fatalities (5 Years)	Rate of Dwelling Fires per 1,000 dwellings	Road Traffic Collisions	Special Service Calls (life risk)	Life Risk Incidents
V. High													
High													
Medium													
Low													
Garforth	Whole Time	14.5	18	20	124	60	2	0	0.97	29.8	16.4	55	
Morley	Whole Time	21.5	29	25	255	92	4	2	1.19	48.4	27.8	97	
Elland	Whole Time	19.5	18	16	91	42	3	2	1.80	39.2	20.4	55	
Bingley	Whole Time	15.0	17	15	93	28	3	0	1.39	15.2	14.6	36	

- 9.47 Garforth has a similar risk profile to Elland and Morley and a higher risk profile than Bingley fire station and is the twenty-sixth busiest station in West Yorkshire.
- 9.48 Whilst accidental dwelling fires have reduced by 32% since 2001, incidents within Garforth station area have increased by 26%.
- 9.49 The appliance was mobilised with four riders on 69% of occasions during 2006, all other, whole-time, one-pump stations, have a standard staffing level of five riders.

9.50 The following table illustrates Garforth turnouts by hour time bands.



9.51 Garforth risk and turn out profile is consistent with a whole-time single pump station.

Conclusions

9.52 The existing method of staffing Garforth is cost effective, but its risk profile is equal, or higher than, several other one-pump stations, which are staffed in a more orthodox way.

Recommendations

9.53 Garforth to be separated from Gipton and staffing levels to be increased to same as other one-pump stations, with similar risk and activity profiles.

Advantages	<ul style="list-style-type: none"> A. A sustainable fire and rescue provision. B. Consistency in staff. C. Station regains its own identity. D. Closer working relationship within the community. E. Increase in firefighters riding on the appliance. F. Removal of station pairing/shift pattern which resulted in only 4 firefighters on the appliance; this has caused concern for Fire Brigades Union. G. Duty system, which is recognised by employee representative bodies.
Disadvantages	<ul style="list-style-type: none"> A. Increased cost to the Fire Authority.

SECTION 10 – APPENDICES

5 Years of Incident Data – 2002 – 2006²

- **5-Year Totals (2002 – 2006)**
- **5-Year Averages (2002 – 2006)**
- **Summary of Incidents by Station Area – 2002**
- **Summary of Incidents by Station Area – 2003**
- **Summary of Incidents by Station Area – 2004**
- **Summary of Incidents by Station Area – 2005**
- **Summary of Incidents by Station Area – 2006**
- **Glossary of Terms**

² The table for 2002 includes incident data relating to Bramley and Pudsey fire stations, these stations were closed when a new station opened at Stanningley. Incident data relating to Stanningley is included in all other tables. Incident data related to Todmorden and Mytholmroyd has been updated to reflect the closure of Hebden Bridge in April 2006 and the increase in both their station areas.

5-Year Totals (2002 –2006)

Station	All Incidents	F1-Fires	Dwelling Fires	Car Fires	Business Fires	Other Premises	F3-Fires	SSCs	FAGIs	FA-App	FAM	Deaths	Injuries	Rescues
Leeds	15423	1999	578	908	394	119	3027	1627	1263	6752	755	3	126	12
Cookridge	3989	822	279	391	84	68	1076	455	425	1078	133	2	86	3
Garforth	2609	488	90	298	54	46	619	305	346	799	52	0	18	1
Gipton	16725	3831	839	2583	260	149	5819	1393	1574	3120	988	11	254	25
Hunslet	12864	2450	666	1437	181	166	5230	990	1541	2193	460	7	149	15
Moortown	7097	1378	425	788	72	93	1799	753	795	2085	287	4	84	6
Morley	4021	727	145	459	74	49	1274	514	618	818	70	5	43	1
Otley	1138	134	40	62	22	10	260	104	137	457	46	0	9	0
Rawdon	2168	299	80	150	49	20	469	259	203	880	58	2	9	0
Rothwell	2865	520	64	374	36	46	939	275	355	690	86	0	13	0
Stanks	4826	1095	183	767	53	92	1628	460	417	1040	186	1	60	1
Stanningley	6789	1234	330	649	118	137	2683	631	744	1245	252	1	85	2
Wetherby	1343	218	45	88	62	23	198	246	127	524	30	0	17	0
Bradford	17611	2801	707	1673	296	125	4692	1140	1244	6745	989	3	161	14
Bingley	2213	298	86	139	47	26	466	269	201	933	46	0	18	16
FWG	8782	1716	437	984	177	118	2715	516	837	2459	539	3	111	12
Haworth	416	118	22	77	12	7	141	40	58	51	8	0	6	0
Idle	6230	1331	315	820	109	87	2130	465	547	1543	214	2	82	7
Ilkley	1146	138	47	50	24	17	191	175	118	517	7	1	7	0
Keighley	6326	1044	329	563	100	52	2000	549	720	1681	332	3	91	2
Odsal	11475	2262	537	1386	183	156	3757	736	1151	3078	491	11	153	25
Shipley	5309	822	271	414	100	37	1267	346	458	2225	191	2	95	5
Silsden	1071	104	32	32	30	10	106	103	68	649	41	0	6	2
Huddersfield	15820	2485	746	1155	344	240	3854	1297	1444	5638	1102	13	218	3
Batley	5144	950	240	532	111	67	2029	347	501	1069	248	1	55	8
Cleckheaton	3345	572	95	348	85	44	993	340	468	854	118	1	36	4
Dewsbury	6244	970	279	455	142	94	2104	401	641	1710	418	2	81	2
Holmfirth	1295	207	71	97	24	15	312	173	121	441	41	1	10	0
Marsden	309	35	11	18	1	5	111	47	44	60	12	0	12	0
Meltham	537	69	16	33	16	4	222	44	37	141	24	0	4	0
Mirfield	1319	280	48	152	60	20	412	132	139	299	57	0	26	1
Skelmanthorpe	1339	207	48	106	32	21	294	232	123	446	37	4	19	0
Slaithwaite	1179	197	54	95	31	17	312	127	151	341	51	0	12	2
Halifax	8195	1365	380	712	199	74	2490	693	920	2153	574	5	89	11
Brighouse	2376	486	116	283	50	37	727	294	340	447	82	1	32	0
Elland	2327	378	90	210	61	17	453	342	362	678	114	4	24	1
Hebden Bridge	614	124	55	55	10	4	164	66	106	146	8	0	0	1
Illingworth	4391	956	256	618	54	28	1855	295	569	554	162	0	50	3
Mytholmroyd	457	59	11	34	7	7	160	68	66	102	2	0	11	0
Todmorden	1272	211	86	79	35	11	360	224	172	273	32	2	24	3
Wakefield	9189	1419	344	768	207	100	2401	752	893	3426	298	3	94	12
Castleford	4656	901	215	455	124	107	2159	259	436	738	163	6	93	0
Featherstone	1822	410	71	244	55	40	906	114	153	192	47	4	12	0
Hemsworth	2677	514	86	330	52	46	1412	119	251	322	59	1	8	0
Knottingley	2416	552	79	388	43	42	1125	194	263	214	68	2	23	3
Normanton	1596	238	59	120	28	31	743	90	153	327	45	0	15	0
Ossett	3117	668	162	314	137	55	860	317	376	824	72	3	72	5
Pontefract	3471	530	127	280	68	55	1207	287	337	1023	87	2	62	1
South Elmsall	3014	440	96	250	55	39	1474	250	274	499	77	2	16	2

5 Year Averages (2002 – 2006)

Station	All Incidents	F1-Fires	Dwelling Fires	Car Fires	Business Fires	Other Premises	F3-Fires	SSCs	FAGIs	FA-App	FAM	Deaths	Injuries	Rescues
Leeds	3085	400	116	182	79	24	605	325	253	1350	151	0.6	25.2	2.4
Cookridge	798	164	56	78	17	14	215	91	85	216	27	0.4	17.2	0.6
Garforth	522	98	18	60	11	9	124	61	69	160	10	0.0	3.6	0.2
Gipton	3345	766	168	517	52	30	1164	279	315	624	198	2.2	50.8	5.0
Hunslet	2573	490	133	287	36	33	1046	198	308	439	92	1.4	29.8	3.0
Moortown	1419	276	85	158	14	19	360	151	159	417	57	0.8	16.8	1.2
Morley	804	145	29	92	15	10	255	103	124	164	14	1.0	8.6	0.2
Otley	228	27	8	12	4	2	52	21	27	91	9	0.0	1.8	0.0
Rawdon	434	60	16	30	10	4	94	52	41	176	12	0.4	1.8	0.0
Rothwell	573	104	13	75	7	9	188	55	71	138	17	0.0	2.6	0.0
Stanks	965	219	37	153	11	18	326	92	83	208	37	0.2	12.0	0.2
Stanningley	2263	411	110	216	39	46	894	210	248	415	84	0.3	28.3	0.7
Wetherby	269	44	9	18	12	5	40	49	25	105	6	0.0	3.4	0.0
Bradford	3522	560	141	335	59	25	938	228	249	1349	198	0.6	32.2	2.8
Bingley	443	60	17	28	9	5	93	54	40	187	9	0.0	3.6	3.2
FWG	1756	343	87	197	35	24	543	103	167	492	108	0.6	22.2	2.4
Haworth	83	24	4	15	2	1	28	8	12	10	2	0.0	1.2	0.0
Idle	1246	266	63	164	22	17	426	93	109	309	43	0.4	16.4	1.4
Ilkley	229	28	9	10	5	3	38	35	24	103	1	0.2	1.4	0.0
Keighley	1265	209	66	113	20	10	400	110	144	336	66	0.6	18.2	0.4
Odsal	2295	452	107	277	37	31	751	147	230	616	98	2.2	30.6	5.0
Shipley	1062	164	54	83	20	7	253	69	92	445	38	0.4	19.0	1.0
Silsden	214	21	6	6	6	2	21	21	14	130	8	0.0	1.2	0.4
Huddersfield	3164	497	149	231	69	48	771	259	289	1128	220	2.6	43.6	0.6
Batley	1029	190	48	106	22	13	406	69	100	214	50	0.2	11.0	1.6
Cleckheaton	669	114	19	70	17	9	199	68	94	171	24	0.2	7.2	0.8
Dewsbury	1249	194	56	91	28	19	421	80	128	342	84	0.4	16.2	0.4
Holmfirth	259	41	14	19	5	3	62	35	24	88	8	0.2	2.0	0.0
Marsden	62	7	2	4	0	1	22	9	9	12	2	0.0	2.4	0.0
Meltham	107	14	3	7	3	1	44	9	7	28	5	0.0	0.8	0.0
Mirfield	264	56	10	30	12	4	82	26	28	60	11	0.0	5.2	0.2
Skelmanthorpe	268	41	10	21	6	4	59	46	25	89	7	0.8	3.8	0.0
Slaithwaite	236	39	11	19	6	3	62	25	30	68	10	0.0	2.4	0.4
Halifax	1639	273	76	142	40	15	498	139	184	431	115	1.0	17.8	2.2
Brighouse	475	97	23	57	10	7	145	59	68	89	16	0.2	6.4	0.0
Elland	465	76	18	42	12	3	91	68	72	136	23	0.8	4.8	0.2
Hebden Bridge	123	25	11	11	2	1	33	13	21	29	2	0.0	0.0	0.2
Illingworth	878	191	51	124	11	6	371	59	114	111	32	0.0	10.0	0.6
Mytholmroyd	91	12	2	7	1	1	32	14	13	20	0	0.0	2.2	0.0
Todmorden	254	42	17	16	7	2	72	45	34	55	6	0.4	4.8	0.6
Wakefield	1838	284	69	154	41	20	480	150	179	685	60	0.6	18.8	2.4
Castleford	931	180	43	91	25	21	432	52	87	148	33	1.2	18.6	0.0
Featherstone	364	82	14	49	11	8	181	23	31	38	9	0.8	2.4	0.0
Hemsworth	535	103	17	66	10	9	282	24	50	64	12	0.2	1.6	0.0
Knottingley	483	110	16	78	9	8	225	39	53	43	14	0.4	4.6	0.6
Normanton	319	48	12	24	6	6	149	18	31	65	9	0.0	3.0	0.0
Ossett	623	134	32	63	27	11	172	63	75	165	14	0.6	14.4	1.0
Pontefract	694	106	25	56	14	11	241	57	67	205	17	0.4	12.4	0.2
South Elmsall	603	88	19	50	11	8	295	50	55	100	15	0.4	3.2	0.4

Summary of Incidents by Station Area – 2002

Station	All Incidents	F1-Fires	Dwelling Fires	Car Fires	Business Fires	Other Premise	F3-Fires	SSCs	FAGIs	FA-App	FAM	Deaths	Injuries	Rescues
Leeds	2795	398	91	219	69	19	435	293	228	1278	163		26	3
Bramley	2050	533	125	349	32	27	711	220	229	274	83	1	37	1
Cookridge	767	176	50	104	10	12	162	98	62	233	36	1	21	
Garforth	446	102	19	64	12	7	92	58	61	127	6		3	
Gipton	3755	1230	198	931	60	41	1219	267	298	542	199	3	61	5
Hunslet	2812	728	139	507	43	39	1061	214	281	402	126	2	41	10
Moortown	1521	343	74	232	14	23	338	189	151	415	85		15	
Morley	852	203	26	150	19	8	284	100	120	122	23	1	10	
Otley	213	33	9	16	3	5	50	25	19	79	7		5	
Pudsey	667	149	29	95	19	6	164	60	73	197	24	1	16	
Rawdon	514	96	17	55	18	6	100	48	51	202	17		4	
Rothwell	540	127	15	91	9	12	162	64	65	116	6		3	
Stanks	1102	330	45	253	18	14	337	86	112	199	38		11	
Wetherby	289	40	6	22	9	3	34	61	30	121	3		3	
Bradford	3860	792	137	566	67	22	1122	214	319	1128	285		24	5
Bingley	457	68	13	42	9	4	90	71	41	173	14		1	4
FWG	2034	475	104	310	36	25	620	104	202	476	157		18	5
Haworth	87	35	2	26	6	1	30	4	6	11	1		1	
Idle	1354	344	63	246	21	14	461	83	116	296	54		23	3
Ilkley	231	32	10	16	4	2	34	44	34	85	2		1	
Keighley	1204	265	76	163	17	9	380	87	138	267	67		17	
Odsal	2629	657	121	475	33	28	867	130	286	547	142	4	39	5
ShIPLEY	1251	235	79	129	18	9	288	73	124	465	66		34	
Silsden	256	15	6	5	4	0	22	22	19	171	7		1	
Huddersfield	3244	523	146	260	57	60	697	278	278	1255	213	8	47	
Batley	1111	283	58	175	35	15	373	80	95	203	77		14	
Cleckheaton	696	149	21	98	20	10	189	74	92	160	32		9	
Dewsbury	1272	255	69	131	34	21	353	71	134	354	105		20	
Holmfirth	269	67	19	33	9	6	50	54	29	64	5		4	
Marsden	70	7	1	5	0	1	31	14	8	8	2		0	
Meltham	87	15	3	7	5	0	25	11	2	30	4		0	
Mirfield	275	83	11	52	13	7	57	29	38	52	16		4	1
Skelmanthorpe	241	54	9	32	11	2	55	43	18	65	6		3	
Slaithwaite	271	48	8	27	8	5	81	26	35	67	14		2	
Halifax	1763	384	85	246	41	12	485	142	177	471	104		21	7
Brighouse	490	112	32	69	9	2	142	53	64	99	20		5	
Elland	429	82	26	40	12	4	88	59	72	119	9		6	1
Hebden Bridge	163	30	11	15	2	2	47	14	29	41	2		0	
Illingworth	937	259	46	188	15	10	344	61	131	94	48		11	2
Mytholmroyd	81	11	3	7	0	1	37	11	12	10	0		3	
Todmorden	226	45	16	16	9	4	56	33	31	52	9		5	1
Wakefield	1655	274	51	173	36	14	366	130	185	619	81		13	3
Castleford	838	187	45	91	32	19	347	56	71	142	35	1	19	
Featherstone	431	112	17	77	12	6	212	25	34	35	13		0	
Hemsworth	562	108	20	62	14	12	270	25	62	74	23		1	
Knottingley	375	81	15	52	8	6	137	50	43	56	8	1	2	
Normanton	305	48	17	20	6	5	131	15	34	63	14		4	
Ossett	623	170	41	100	23	6	170	61	71	125	26		10	
Pontefract	642	110	29	59	11	11	202	50	69	191	20		14	
South Elmsall	530	88	21	54	7	6	243	51	45	77	26		5	

Summary of Incidents by Station Area – 2003

Station	All Incidents	F1-Fires	Dwelling Fires	Car Fires	Business Fires	Other Premise	F3-Fires	SSCs	FAGIs	FA-App	FAM	Deaths	Injuries	Rescues
Leeds	3403	462	108	256	76	22	717	345	262	1462	155	1	23	3
Cookridge	937	179	56	89	20	14	336	85	121	200	16	0	15	0
Garforth	609	116	15	74	11	16	178	59	64	180	12	0	1	1
Gipton	3889	1002	142	773	58	29	1526	219	363	623	156	0	40	10
Hunslet	3040	600	157	375	37	31	1351	188	358	450	93	1	23	2
Moortown	1632	335	82	210	20	23	507	156	176	407	51	0	12	2
Morley	931	157	36	99	10	12	386	88	144	137	19	0	13	0
Otley	290	40	11	15	11	3	96	22	41	82	9	0	0	0
Rawdon	496	64	15	39	6	4	129	49	34	202	18	0	1	0
Rothwell	665	139	18	107	5	9	233	57	92	138	6	0	4	0
Stanks	1136	305	48	224	10	23	428	82	73	208	40	1	21	0
Stanningley	1829	313	63	195	23	32	802	161	222	264	67	0	10	0
Wetherby	294	50	11	19	17	3	55	54	13	118	4	0	9	0
Bradford	3707	634	167	374	62	31	1154	204	270	1248	197	1	42	0
Bingley	535	69	16	40	10	3	132	56	46	219	13	0	3	0
FWG	1968	380	72	242	39	27	673	113	175	500	127	0	13	0
Haworth	98	29	8	17	2	2	41	3	10	13	2	0	3	0
Idle	1438	351	59	247	27	18	521	82	123	307	54	1	12	0
Ilkley	224	32	12	11	7	2	36	34	24	96	2	0	1	0
Keighley	1429	239	59	149	22	9	489	148	158	298	97	1	6	0
Odsal	2639	537	104	344	49	40	1027	144	221	576	134	3	24	2
Shipley	1134	189	49	108	20	12	315	68	86	442	34	1	20	0
Silsden	242	23	5	15	3	0	28	25	12	147	7	0	1	0
Huddersfield	3873	665	170	344	88	63	1161	245	325	1185	292	1	59	0
Batley	1217	202	47	117	25	13	574	76	119	193	53	0	10	2
Cleckheaton	739	106	20	60	17	9	289	68	92	154	30	0	11	2
Dewsbury	1535	249	60	134	32	23	626	64	143	348	105	1	13	2
Holmfirth	254	39	17	19	1	2	83	28	26	72	6	0	1	0
Marsden	82	6	2	3	0	1	30	10	15	17	4	0	5	0
Meltham	137	15	0	9	4	2	73	6	7	34	2	0	0	0
Mirfield	300	66	15	33	15	3	111	25	30	57	11	0	7	0
Skelmanthorpe	275	43	11	19	5	8	78	35	30	80	9	1	6	0
Slaithwaite	314	43	13	22	7	1	104	33	38	86	10	0	5	0
Halifax	1926	274	70	149	36	19	672	129	213	483	155	3	19	1
Brighouse	514	100	21	64	9	6	188	49	85	72	20	1	5	0
Elland	476	70	13	48	6	3	121	72	88	111	14	2	3	0
Hebden Bridge	155	27	13	9	5	0	43	18	22	41	4	0	0	0
Illingworth	988	238	38	189	5	6	442	47	126	99	36	0	6	1
Mytholmroyd	82	15	2	11	0	2	35	9	10	13	0	0	1	0
Todmorden	272	51	20	21	8	2	102	33	32	49	5	0	7	1
Wakefield	2092	348	83	208	39	18	657	137	206	684	60	2	20	0
Castleford	1210	265	63	157	24	21	610	42	114	137	42	0	20	0
Featherstone	466	115	17	70	18	10	242	24	39	33	13	1	2	0
Hemsworth	720	134	29	86	8	11	410	27	58	75	16	1	2	0
Knottingley	575	142	17	109	8	8	291	35	49	46	12	0	5	0
Normanton	363	54	9	34	3	8	192	16	33	58	10	0	3	0
Ossett	753	166	38	79	38	11	239	65	92	173	18	2	17	1
Pontefract	821	132	25	76	14	17	294	79	64	228	24	1	7	0
South Elmsall	753	109	22	70	12	5	411	48	68	103	14	1	1	2

Summary of Incidents by Station Area – 2004

Station	All Incidents	F1-Fires	Dwelling Fires	Car Fires	Business Fires	Other Premise	F3-Fires	SSCs	FAGIs	FA-App	FAM	Deaths	Injuries	Rescues
Leeds	3249	420	124	175	87	34	639	357	242	1430	161	1	31	0
Cookridge	720	170	56	73	20	21	191	75	76	179	29	1	12	0
Garforth	488	91	25	46	12	8	117	85	64	119	12	0	8	0
Gipton	3284	709	181	439	62	27	1029	360	296	688	202	3	62	1
Hunslet	2413	424	120	240	34	30	950	209	296	433	101	1	22	0
Moortown	1430	230	76	120	13	21	365	149	148	476	62	1	23	0
Morley	805	134	23	84	19	8	259	96	119	193	4	2	11	1
Otley	214	21	10	7	2	2	28	16	29	107	13	0	1	0
Rawdon	357	46	17	22	4	3	64	48	40	149	10	1	1	0
Rothwell	505	99	9	72	9	9	160	47	59	115	25	0	1	0
Stanks	871	193	32	141	7	13	266	97	58	224	33	0	8	0
Stanningley	1772	397	98	205	38	56	634	157	163	353	68	1	26	2
Wetherby	261	58	12	20	23	3	42	48	25	85	3	0	2	0
Bradford	3333	481	131	251	71	28	827	256	236	1326	207	1	35	5
Bingley	406	53	19	21	8	5	93	63	30	159	8	0	3	0
FWG	1671	334	94	179	43	18	475	98	146	518	100	2	23	1
Haworth	91	19	6	8	2	3	39	18	9	4	2	0	2	0
Idle	1059	227	59	132	19	17	330	103	113	254	32	1	9	0
Ilkley	216	25	7	7	6	5	26	31	19	115	0	0	0	0
Keighley	1288	205	70	96	24	15	393	113	132	382	63	1	21	1
Odsal	2096	415	125	203	43	44	608	149	213	644	67	4	33	18
Shipley	1088	145	51	69	17	8	243	68	94	517	21	0	10	1
Silsden	231	23	7	5	9	2	23	22	9	148	6	0	0	0
Huddersfield	3057	492	157	217	79	39	634	303	274	1101	253	1	35	3
Batley	961	175	50	99	16	10	375	60	95	210	46	1	14	1
Cleckheaton	699	105	18	59	20	8	231	68	95	178	22	1	4	1
Dewsbury	1205	167	53	89	17	8	379	114	108	355	82	0	17	0
Holmfirth	225	33	9	16	4	4	40	31	24	95	2	1	1	0
Marsden	54	13	4	6	1	2	13	5	7	15	1	0	1	0
Meltham	97	17	7	7	2	1	34	9	10	22	5	0	3	0
Mirfield	256	47	7	24	11	5	87	27	26	60	9	0	4	0
Skelmanthorpe	258	37	9	21	5	2	38	56	20	98	9	3	2	0
Slaithwaite	172	31	6	17	4	4	42	14	21	55	9	0	0	0
Halifax	1469	273	83	137	35	18	392	142	163	402	97	1	10	0
Brighouse	462	99	16	59	8	16	126	59	64	91	23	0	4	0
Elland	466	74	17	38	15	4	76	74	70	141	31	1	2	0
Hebden Bridge	127	33	13	17	3	0	32	11	24	26	1	0	0	1
Illingworth	788	177	73	88	11	5	291	77	85	126	32	0	7	0
Mytholmroyd	45	10	2	3	3	2	8	10	6	11	0	0	0	0
Todmorden	218	42	14	18	7	3	62	29	27	54	4	0	5	0
Wakefield	1882	291	71	167	32	21	477	170	151	723	70	0	23	4
Castleford	871	151	37	76	22	16	426	52	67	137	38	0	13	0
Featherstone	302	68	17	36	8	7	136	26	24	39	9	3	7	0
Hemsworth	533	108	16	79	10	3	281	27	43	69	5	0	3	0
Knottingley	512	114	17	73	12	12	242	40	55	36	25	0	3	0
Normanton	256	45	12	19	7	7	93	20	16	74	8	0	2	0
Ossett	637	136	24	58	39	15	171	66	65	189	10	0	17	1
Pontefract	647	103	25	54	13	11	208	40	70	210	16	0	11	0
South Elmsall	581	82	24	38	7	13	285	41	49	110	14	0	6	0

Summary of Incidents by Station Area – 2005

Station	All Incidents	F1-Fires	Dwelling Fires	Car Fires	Business Fires	Other Premise	F3-Fires	SSCs	FAGIs	FA-App	FAM	Deaths	Injuries	Rescues
Leeds	3024	329	109	119	75	26	698	333	258	1269	137	1	23	5
Cookridge	758	160	60	76	14	10	169	99	79	224	27	0	25	0
Garforth	477	87	14	58	6	9	118	53	66	141	12	0	4	0
Gipton	3135	502	164	263	43	32	1110	314	316	645	248	4	61	1
Hunslet	2369	348	113	166	37	32	954	196	313	475	83	1	33	1
Moortown	1269	234	97	107	15	15	272	136	149	436	42	2	16	2
Morley	692	109	28	60	13	8	154	116	126	171	16	1	3	0
Otley	212	23	5	15	3	0	45	20	23	92	9	0	2	0
Rawdon	405	38	17	12	7	2	106	57	33	163	8	0	0	0
Rothwell	589	86	13	53	9	11	202	45	71	165	20	0	3	0
Stanks	854	133	37	72	10	14	323	85	86	181	46	0	11	0
Stanningley	1523	277	84	141	26	26	538	160	180	314	54	0	22	0
Wetherby	265	39	5	17	6	11	37	45	35	100	9	0	2	0
Bradford	3414	471	135	272	40	24	779	251	197	1552	164	1	34	1
Bingley	402	63	24	16	14	9	68	47	37	181	6	0	5	11
FWG	1522	284	77	147	36	24	459	104	152	448	75	1	38	0
Haworth	60	13	3	9	0	1	12	9	13	11	2	0	0	0
Idle	1165	236	70	124	19	23	403	100	91	299	36	0	20	3
Ilkley	220	19	6	6	5	2	38	32	13	117	1	0	0	0
Keighley	1202	164	58	84	16	6	361	110	134	370	63	0	20	0
Odsal	2046	340	91	195	29	25	581	156	208	691	70	0	25	0
Shipley	930	133	47	58	24	4	197	61	81	412	46	1	12	4
Silsden	171	20	7	3	7	3	13	15	12	99	12	0	0	0
Huddersfield	2748	412	138	164	67	43	673	243	260	997	163	2	44	0
Batley	901	129	35	64	14	16	338	78	96	217	43	0	9	0
Cleckheaton	631	106	19	62	17	8	161	71	88	185	20	0	9	0
Dewsbury	1105	155	50	49	31	25	351	72	115	344	68	0	20	0
Holmfirth	248	39	14	16	8	1	66	29	10	91	13	0	3	0
Marsden	44	3	0	2	0	1	12	13	5	9	2	0	0	0
Meltham	110	12	3	4	4	1	42	8	11	27	10	0	0	0
Mirfield	229	36	6	19	9	2	78	23	19	60	13	0	8	0
Skelmanthorpe	260	31	5	16	4	6	59	52	25	88	5	0	2	0
Slaithwaite	210	40	14	15	6	5	30	30	28	74	8	0	1	1
Halifax	1547	226	76	87	48	15	471	135	171	422	122	0	28	1
Brighouse	374	79	18	41	14	6	102	55	57	71	10	0	5	0
Elland	471	82	19	45	14	4	78	79	63	141	28	0	9	0
Hebden Bridge	130	32	17	13	0	2	33	13	24	27	1	0	0	0
Illingworth	798	169	62	89	13	5	350	58	101	97	23	0	21	0
Mytholmroyd	64	7	0	4	3	0	24	8	12	11	2	0	6	0
Todmorden	280	35	18	12	5	0	84	48	43	63	7	2	5	1
Wakefield	1779	269	74	120	49	26	471	170	162	658	49	0	24	0
Castleford	929	164	40	65	25	34	421	60	95	158	31	0	29	0
Featherstone	265	61	9	29	10	13	123	15	27	33	6	0	0	0
Hemsworth	460	87	8	57	12	10	236	21	52	53	11	0	1	0
Knottingley	469	119	13	89	10	7	220	39	45	35	11	1	8	3
Normanton	352	50	8	32	4	6	162	24	37	70	9	0	1	0
Ossett	555	102	32	35	21	14	145	70	70	162	6	0	12	0
Pontefract	657	101	28	46	16	11	237	62	64	182	11	0	28	0
South Elmsall	608	86	16	45	19	6	301	61	52	93	15	1	0	0

Summary of Incidents by Station Area – 2006

Station	All Incidents	F1-Fires	Dwelling Fires	Car Fires	Business Fires	Other Premise	F3-Fires	SSCs	FAGIs	FA-App	FAM	Deaths	Injuries	Rescues
Leeds	2952	390	146	139	87	18	538	299	273	1313	139	0	23	2
Cookridge	807	137	57	49	20	11	218	98	87	242	25	0	13	11
Garforth	589	92	17	56	13	6	114	50	91	232	10	0	2	0
Gipton	2662	388	154	177	37	20	935	233	301	622	183	1	30	4
Hunslet	2230	350	137	149	30	34	914	183	293	433	57	2	30	0
Moortown	1245	236	96	119	10	11	317	123	171	351	47	1	18	2
Morley	741	124	32	66	13	13	191	114	109	195	8	1	6	1
Otley	209	17	5	9	3	0	41	21	25	97	8	0	1	0
Rawdon	396	55	14	22	14	5	70	57	45	164	5	1	3	0
Rothwell	566	69	9	51	4	5	182	62	68	156	29	0	2	0
Stanks	863	134	21	77	8	28	274	110	88	228	29	0	9	1
Stanningley	1665	247	85	108	31	23	709	153	179	314	63	0	27	0
Wetherby	234	31	11	10	7	3	30	38	24	100	11	0	1	0
Bradford	3297	423	137	210	56	20	810	215	222	1491	136	0	26	3
Bingley	413	45	14	20	6	5	83	32	47	201	5	0	6	0
FWG	1587	243	90	106	23	24	488	97	162	517	80	0	19	0
Haworth	80	22	3	17	2	0	19	6	20	12	1	0	0	0
Idle	1214	173	64	71	23	15	415	97	104	387	38	0	18	0
Ilkley	255	30	12	10	2	6	57	34	28	104	2	1	5	0
Keighley	1203	171	66	71	21	13	377	91	158	364	42	1	27	0
Odsal	2065	313	96	169	29	19	674	157	223	620	78	0	32	1
Shipley	906	120	45	50	21	4	224	76	73	389	24	0	19	0
Silsden	171	23	7	4	7	5	20	19	16	84	9	0	4	0
Huddersfield	2898	393	135	170	53	35	689	228	307	1100	181	1	33	1
Batley	954	161	50	77	21	13	369	53	96	246	29	0	8	0
Cleckheaton	580	106	17	69	11	9	123	59	101	177	14	0	3	0
Dewsbury	1127	144	47	52	28	17	395	80	141	309	58	1	11	0
Holmfirth	299	29	12	13	2	2	73	31	32	119	15	0	1	0
Marsden	59	6	4	2	0	0	25	5	9	11	3	0	6	0
Meltham	106	10	3	6	1	0	48	10	7	28	3	0	1	0
Mirfield	259	48	9	24	12	3	79	28	26	70	8	0	3	0
Skelmanthorpe	305	42	14	18	7	3	64	46	30	115	8	0	6	0
Slaithwaite	212	35	13	14	6	2	55	24	29	59	10	0	4	0
Halifax	1490	208	66	93	39	10	470	145	196	375	96	1	11	0
Brighouse	536	96	29	50	10	7	169	78	70	114	9	0	13	1
Elland	485	70	15	39	14	2	90	58	69	166	32	1	4	0
Hebden Bridge	39	2	1	1	0	0	9	10	7	11	0	0	0	0
Illingworth	880	113	37	64	10	2	428	52	126	138	23	0	5	2
Mytholmroyd	185	16	4	9	1	2	56	30	26	57	0	0	1	0
Todmorden	276	38	18	12	6	2	56	81	39	55	7	0	2	0
Wakefield	1781	237	65	100	51	21	430	145	189	742	38	1	14	9
Castleford	808	134	30	66	21	17	355	49	89	164	17	5	12	0
Featherstone	358	54	11	32	7	4	193	24	29	52	6	0	3	0
Hemsworth	402	77	13	46	8	10	215	19	36	51	4	0	1	0
Knottingley	485	96	17	65	5	9	235	30	71	41	12	0	5	0
Normanton	320	41	13	15	8	5	165	15	33	62	4	0	5	0
Ossett	549	94	27	42	16	9	135	55	78	175	12	1	16	0
Pontefract	704	84	20	45	14	5	266	56	70	212	16	1	2	0
South Elmsall	542	75	13	43	10	9	234	49	60	116	8	0	4	1

Glossary of Terms

AFA	Automatic fire alarm
AFD	Automatic fire detection
ASV	Area Support Vehicle
CCBRN	Conventional, chemical, biological, radiological and nuclear
CFS	Community fire safety
CLG	Communities and Local Government
CPA	Comprehensive Performance Assessment
Day-Crewed	Shift based system on which whole-time firefighters work 09:00 – 18:00hrs and are available to respond on alerters to provide cover for the remaining period. Personnel work 4 days on 4 days off.
EMM	Enforcement Management System
F1 Incidents	See primary fires
F3 Incidents	See secondary fires
FAAP	False alarms found to be caused by apparatus
FAGI	False alarms that were initiated as a result of good intent
FAM	False alarms that were initiated as a result of malicious intent
FDS	Flexible duty system (worked by some officers)
FRAs	Fire and rescue authorities
FSC	Fire Service Circular
FSEC	Fire Service Emergency Cover
FSHQ	Fire Service Headquarters
FWG	Fairweather Green Fire Station
Hazmat	Hazardous Materials
HFSC	Home Fire Safety Check
HMFSI	Her Majesty's Fire Service Inspectorate
HSE	Health and Safety Executive
HVP	High Volume Pumping
IEM	Integrated Emergency Management
IPDS	Integrated Personnel Development System
IRMP	Integrated Risk Management Plan
IRU	Incident Response Unit
LAA	Local Area Agreement
LSP	Local Strategic Partnership
NHS	National Health Service
Nucleus	System where whole-time firefighters work to cover periods when retained personnel are not available
OSU	Operational Support Unit
PDA	Pre-determined attendance
Primary Fires	Fires involving property, buildings and vehicles etc
PSA	Public Service Agreement
Retained	Part-time firefighters who carry out their duties in their local community, often in addition to another job
RTC	Road Traffic Collision (formerly RTA – road traffic accident)
Secondary Fires	Fires involving refuse, refuse containers, grass, trees etc
SSCs	Special Service Calls – emergency calls other than to fires eg RTCs
USAR	Urban Search and Rescue
W/T	Full time firefighters
Whole-time	Full time firefighters
WYFRA	West Yorkshire Fire and Rescue Authority
WYFRS	West Yorkshire Fire and Rescue Service
YAS	Yorkshire Ambulance Service