



WEST YORKSHIRE **PREPARED**

YOUR SERVICES WORKING TOGETHER

# WEST YORKSHIRE PREPARED

## ANNUAL REPORT

# 24/25

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# Foreword

**West Yorkshire Prepared - the Local Resilience Forum (LRF) for West Yorkshire - is a co-Chaired partnership, jointly led by senior leaders from West Yorkshire Fire and Rescue Service, West Yorkshire Police and Leeds City Council. We are delighted to present the West Yorkshire Prepared Annual Report for 2024/25, which highlights the dedication, collaboration and accomplishments of our partners over the past year.**

Emergencies can significantly affect residents, communities and businesses, often resulting in injury, loss of life, damage to property and displacement from homes. They can also lead to prolonged disruption to everyday life. That is why it is essential to ensure all organisations within our LRF partnership are well prepared to respond effectively to incidents and support recovery efforts across the region.

The previous twelve months have been another busy period for West Yorkshire Prepared, responding to a number of live operational incidents, as well as continuing to deliver a challenging multi-agency training and exercising schedule. Continuous learning from these exercises ensures we are ready and equipped as a multi-agency partnership to deal with the range of risks our region faces. As communities face growing and increasingly complex risks - at a time when resources are becoming extremely stretched - it is more important than ever that we work

collaboratively and efficiently. The safety of our neighbourhoods and communities remains a core priority, so it is vital we understand the challenges facing us and identify and address any gaps in our capacity and capability to respond to them.

We would like to take the opportunity to, once again, thank all colleagues within the partnership for their continued hard work and commitment over the last year.

We are sure 2024/25 will bring more challenges to test our resilience, but by working together we will continue to serve our communities and provide them with the response they deserve.



**Dave Walton**

Deputy Chief Fire Officer  
West Yorkshire Fire & Rescue Service



**Mariana Pexton**

Deputy Chief Executive  
Leeds City Council



**Rob McCoubrey**

Assistant Chief Constable  
West Yorkshire Police

# Introduction & Partner Organisations

**West Yorkshire Prepared is the region's local resilience forum (LRF) and is a multi-agency partnership, working to identify, plan and prepare for major civil emergencies, to ensure the region is better prepared to cope with potential risks and able to recover following a major incident.**

The LRF assesses the types of hazards that might affect West Yorkshire, puts plans in place to address different types of emergencies, delivers training and exercises to test the plans, ensures staff in all organisations are kept up to date and provides advice, information and assistance to the public, business community and voluntary organisations.

The organisations in West Yorkshire Prepared work collaboratively to ensure there is co-ordination, co-operation, and efficiency within the partnership, working together for the benefit of the communities they serve.

The statutory framework for Local Resilience Forums (LRFs) is primarily based on the Civil Contingencies Act 2004 (CCA), which requires Category 1 and 2 responders to cooperate and share information to prepare for and respond to emergencies.

## Partner Organisations of the West Yorkshire Resilience Forum

### Category 1

*organisations are at the core of the response to most emergencies.*



### Category 2

*organisations provide support to Category 1 organisations when and where required during an emergency incident.*



### Cooperating Bodies



A wide number of additional organisations may also be called on to assist the LRF, including the Ministry of Defence (MOD), Mountain Rescue Teams, 4x4 Response, Canal & River Trust, Raynet, REACT Disaster Response, British Red Cross, Rapid Relief Team (RRT) and other local Voluntary, Community and Social Enterprises (VCSEs).

# Ongoing Workstreams

## Partnership frameworks and agreements

Over the previous 12 months, West Yorkshire Prepared has been involved with and provided input into a number of regional plans covering topics such as CBRN (Chemical, Biological, Radiological, and Nuclear), reservoirs, and the Yorkshire and Humber Cyber Incident Framework. We are also currently looking to update the Information Sharing Agreement. This document will explain how public sector organisations can legally share personal data with each other to improve services and support better outcomes for people in the event of an emergency incident.

## Drought conditions

Yorkshire experienced drought conditions in 2025, following one of the driest and warmest springs on record. Reservoir levels were significantly below average, resulting in a Temporary Usage Ban (TUB) being put in place. Yorkshire Water worked closely with partners to ensure situational awareness across all agencies, with collaboration meetings taking place throughout the year to talk through the situation and discuss their plan of action.



## LRF documents and processes

A great deal of effort has been made to improve and streamline the documents and processes used by West Yorkshire Prepared to collate information from partners and keep track of different work programmes. This has included updating the subgroup work programme, streamlining our regional pages on Resilience Direct (the official platform for sharing information around crisis preparedness and emergency planning), and undertaking work to monitor meeting attendance and assigned actions. Further work will be undertaken in the new financial year to ensure the Forum is running as efficiently and productively as possible.



## Community resilience

West Yorkshire Prepared has increased its focus on building community resilience across the region. This has included the creation of a new role for a Community Resilience Officer. The position will work with partners to help build a robust, coordinated approach to community resilience across West Yorkshire, by supporting communities in preparing for, responding to, and recovering from emergencies. As a partnership we are also continuing to engage with West Yorkshire Combined Authority (WYCA) and West Yorkshire Integrated Care Board (ICB) to ensure coordination across the region, and reinforce the benefits of strong community engagement in each district. We have also undertaken some work to better identify what people understand by 'community resilience' and find out how prepared they

would be if faced with a major incident. The results from the survey will be used to inform future workstreams to increase the resilience of communities in West Yorkshire and encourage people to be better prepared when faced with emergency incidents such as flooding, storms, fires and power outages.



## Grenfell enquiry recommendations

The Grenfell Enquiry was a public enquiry set up to examine the 2017 Grenfell Tower Fire which killed 72 people. The final Phase 2 report was published in September 2024, examining the failures of the Government and the public sector, and outlining a number of recommendations. To assist with monitoring any tasks allocated to organisations within West Yorkshire Prepared, a recommendations tracker was established, which enables everyone involved to understand the priorities, ongoing workstreams, and recommendations which have been completed.





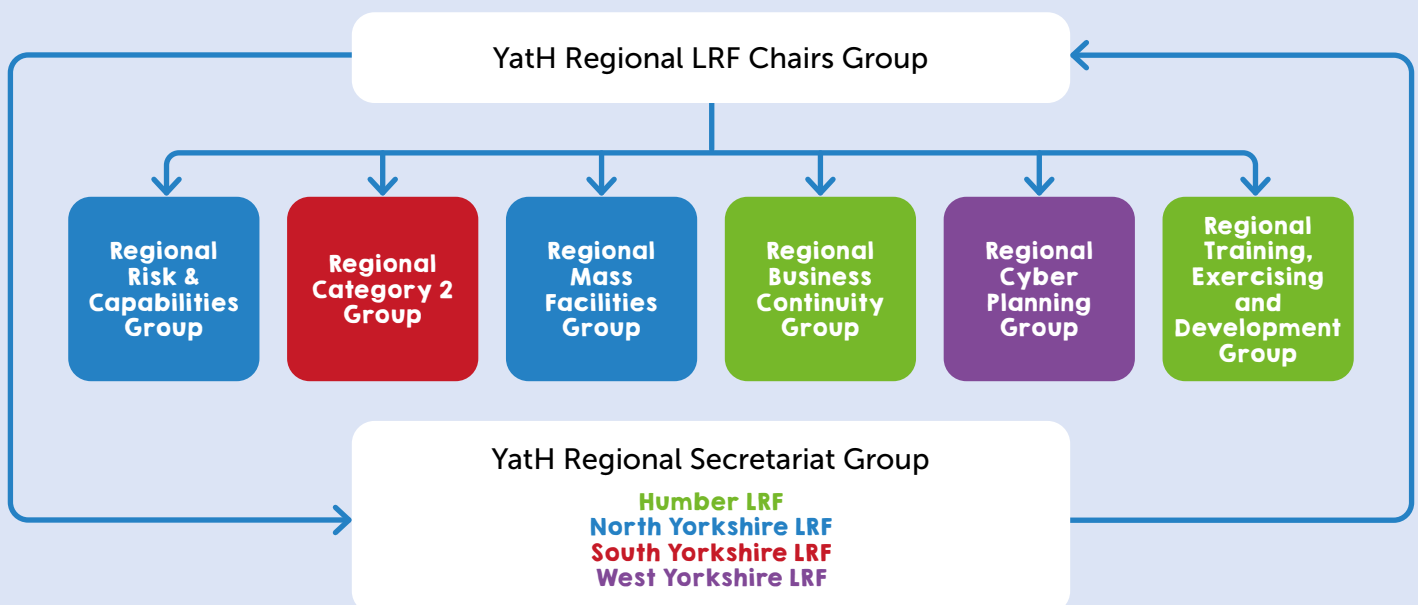
## Yorkshire Ready Together

Progress has been made on a joint Yorkshire and Humber LRF innovation project (led by North Yorkshire LRF), with the launch of the Yorkshire Ready Together website in September 2024. Working with Hello Lamp Post, an expert in new technology, the aim of the four LRF's was to create an easy way for businesses, communities and individuals to access expert advice about major risks and emergencies that might affect them. The website uses an AI chatbot to provide real time advice and information on emergency preparedness around key themes such as severe weather, power outages, pandemic, malicious attack, wildfires, and flooding.

## Regional Working Groups

In the Yorkshire and Humber area, several working groups have been established on a regional basis to support workstreams that impact across the region, whilst also reducing demand for partners that cover multiple LRF areas. The groups also provide an opportunity to share good practice and encourage collaborative working, specifically around cross-border risks.

The chart below illustrates the current structure of regional subgroups, with the box colour indicating which LRF has responsibility for that subgroup.



# West Yorkshire Prepared Subgroup Activity

**West Yorkshire Resilience Forum has a number of subgroups, which take responsibility for different areas of work. Each subgroup is required to produce plans and guidance relevant to their work area.**

We would like to thank the Chairs, Deputy Chairs and all subgroup members for their continued commitment and contribution throughout the year. Their collective efforts have been vital in progressing key areas of resilience planning and ensuring the delivery of important work across the partnership.

The following section summarises some of the activity undertaken in the past 12 months within each group:

## Risk and Capabilities Subgroup

|                       |                                      |
|-----------------------|--------------------------------------|
| <b>Subgroup Type:</b> | Tactical                             |
| <b>Chair:</b>         | West Yorkshire Fire & Rescue Service |
| <b>Deputy Chair:</b>  | Leeds City Council                   |

The subgroup's primary objective is to identify, assess, and prioritise risks to support the West Yorkshire Resilience Forum and its partners in delivering targeted programmes that mitigate hazards and threats affecting the region.

A key initiative in the past year has been to establish clear risk governance across national, regional, and local levels, defining responsibilities and timelines to enhance accountability and trust. This approach culminated in a collaborative risk assessment workshop that enabled sharing of ideas and strengthened stakeholder relationships.

Additionally, a biannual Risk CPD programme was introduced for all group members to build confidence and capability in risk assessment, enhancing its value as a development opportunity.

Finally, we have implemented a new process for agencies to report their top three risks every six months. This now includes a weighted scoring system, aligned with national assessments, which standardises risk identification for improved trend analysis and exercise planning. This will help determine the training and exercise requirements for all risks identified, via the Training, Exercising and Development (TED) subgroup, to ensure we are training for the most probable risks, continuing to support the preparedness of our communities.

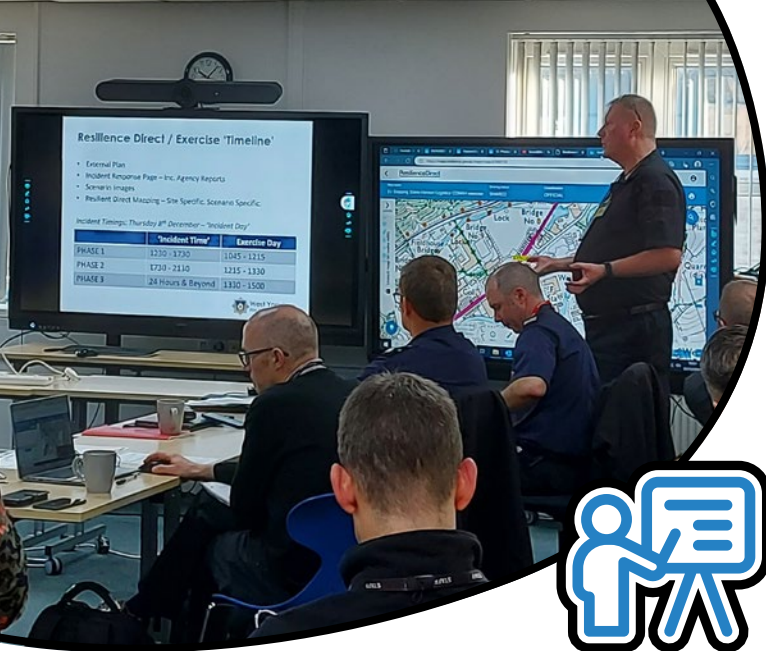
## Interoperability Subgroup

|                       |                                      |
|-----------------------|--------------------------------------|
| <b>Subgroup Type:</b> | Tactical                             |
| <b>Chair:</b>         | West Yorkshire Fire & Rescue Service |
| <b>Deputy Chair:</b>  | Yorkshire Ambulance Service          |

The aim of this subgroup is to ensure the West Yorkshire Resilience Forum remains compliant and aligned with the Civil Contingencies Act 2004. It ensures the delivery of compatible and coherent systems, procedures and equipment to enable emergency responders to conduct large scale joint operations efficiently in response to an emergency or major incident and facilitates the return to normality with minimal disruption to services and community activities. In addition, this group is responsible for embedding the Joint Emergency Services Interoperability Principles (JESIP) within all partner agencies.

Over the past year, the group has continued to review any incidents of note to support improved interoperability workings and support Joint Organisational Learning (JOL).

An Inland Water Safety workgroup has also been established to consider ways of raising awareness around the dangers associated with rivers and waterways within West Yorkshire. The group will also ensure the continuous review of specialist plans and capabilities to responding to incidents in and around the region's waterways.



## Business Continuity Subgroup

|                       |  |
|-----------------------|--|
| <b>Subgroup Type:</b> | Operational                              |
| <b>Chair:</b>         | Wakefield Council                        |
| <b>Deputy Chair:</b>  | NHS West Yorkshire Integrated Care Board |

The aim of the Business Continuity Sub-Group is to ensure that continuity plans across member organisations are resilient, collaborative, and aligned with best practice, guided by the National Risk Register. The group promotes knowledge sharing and joint planning to strengthen preparedness and response capabilities.

Key risks under review include cyber threats - particularly AI-driven attacks - and national power outages. Organisations are implementing best practices such as regular penetration testing (simulated cyberattacks on an organisation's systems), cross-sector cyber exercises, and AI threat simulations. For power resilience, strategies include backup power audits, regional coordination protocols, and scenario-based planning, informed by lessons from the 2025 outages in Spain and Portugal.

## Training, Exercising and Development Subgroup

|                       |                                      |
|-----------------------|--------------------------------------|
| <b>Subgroup Type:</b> | Tactical                             |
| <b>Chair:</b>         | West Yorkshire Fire & Rescue Service |
| <b>Deputy Chair:</b>  | West Yorkshire Police                |

The primary objective of this subgroup is to ensure that all West Yorkshire Resilience Forum members maintain the necessary competence and preparedness to perform effectively at strategic, tactical, and operational levels. This is achieved through the delivery of comprehensive training, exercising, and development programmes, enabling members to respond efficiently to a wide range of risks, threats, incidents, and events.

Additionally, the subgroup oversees the exercising of multi-agency plans at appropriate levels, facilitating structured feedback to LRF partners and the broader community. This process incorporates debriefs, the identification of lessons learned, and, where applicable, the use of Joint Organisational Learning (JOL) mechanisms.

The past year has been particularly active, with numerous training and exercise initiatives undertaken across the local resilience forum. Topics addressed have included severe weather events, Control of Major Accident Hazards (COMAH), and, notably, heatwaves and wildfires.

For 2025/26, the subgroup's focus will shift to national pandemic preparedness and a particular emphasis on training and exercising in response to cyber risks at both tactical and strategic levels.



**BUSINESSES ACROSS BRITAIN FACE A VARIETY OF POTENTIAL EMERGENCIES, SUCH AS CYBER-ATTACKS, FIRE, FLOODING, SEVERE WEATHER, CIVIL UNREST AND SEVERE ILLNESS.**

## Mass Fatalities Subgroup

|                       |                      |
|-----------------------|----------------------|
| <b>Subgroup Type:</b> | Operational          |
| <b>Chair:</b>         | Leeds City Council   |
| <b>Deputy Chair:</b>  | HM Coroner's Service |

The aim of this subgroup is to ensure the West Yorkshire Resilience Forum has plans in place to respond to an incident involving a large number of unexpected deaths.

Activity over the last twelve months has included the sign off of two separate multi-agency plans, one for Mass fatalities and the other, an Excess Deaths Response plan. The West Yorkshire Prepared Mass Fatalities Subgroup is also responsible for and maintains oversight of the development of Local Authority plans on this subject.

## Resources, Evacuation and Recovery Subgroup

|                       |  |
|-----------------------|--|
| <b>Subgroup Type:</b> | Operational                                    |
| <b>Chair:</b>         | Kirklees Council                               |
| <b>Deputy Chair:</b>  | City of Bradford Metropolitan District Council |

The aim of this subgroup is to ensure there is an appropriate level of preparedness in relation to resources for managing emergencies, evacuation, and recovery within or affecting West Yorkshire.

Across the last 12 months, the group signed off updates to the Fuel and Recovery Plans, began a full rewrite of the Evacuation and Shelter Plan, and discussed how to improve data sharing around vulnerable persons. An exercise was held to test how well organisations could provide and manage this data, highlighting challenges with format, consistency and out-of-hours access.

The group also reviewed several incidents, including the A1 Darrington crash, violent public disorder in summer 2024, and a cyber-attack on Bradford Council. These raised issues around communication, notification systems, and multi-agency coordination. Lessons learned were shared and actions agreed to improve future responses.



## Severe Weather Subgroup

|                       |                    |
|-----------------------|--------------------|
| <b>Subgroup Type:</b> | Operational        |
| <b>Chair:</b>         | Kirklees Council   |
| <b>Deputy Chair:</b>  | Environment Agency |

The aim of the subgroup is to establish a clear multi-agency framework for all WYRF partner agencies involved in planning for and responding to severe weather events and reservoir inundation.

The group plans for, and responds to both seasonal weather impacts, and longer-term weather impacts brought by climate change. Over the previous year, the group has facilitated the response to flooding, snow and ice, and drought conditions. Summer and winter readiness plans have been discussed and learning shared, informed by weather forecasting and climate change data from the Met Office and use of tools such as the UKHSA's Heat Health Alerts and the Flood Forecasting Centre's Rapid Flood Guidance product.

In the last 12 months the group has reviewed the WYRF Severe Weather Plan, and a number of the Severe Weather subgroup members supported planning of Exercise Grannus in September 2024, a tactical exercise based on a scenario involving extreme heat, wildfires and flash flooding. During 2024-25, reservoir planning has been a particular focus, with a working group set up to review and develop the WYRF Reservoir Inundation Generic Off-Site Plan. The July meeting was held at Yorkshire Water Buttershaw, with partners given the opportunity to hear reflections and learning from the Whaley Bridge and Ulley Dam incidents before a site visit to Scammonden Reservoir, hosted by Yorkshire Water. The Generic Reservoir Inundation Offsite Plan will be tested next year.



### Voluntary, Community and Faith Sector Organisations Subgroup

|                       |                        |
|-----------------------|------------------------|
| <b>Subgroup Type:</b> | Operational            |
| <b>Chair:</b>         | Yorkshire 4x4 Response |
| <b>Deputy Chair:</b>  | Wakefield Council      |

This subgroup provides a joint working platform for the county's emergency planning practitioners with voluntary sector partners. Its overall purpose is to support the work of the West Yorkshire Resilience Forum, to identify issues for consideration by the WYRF and/or the WYRF Management Group and to ensure their decisions are implemented.

In the last year, the group has reviewed and updated its Terms of Reference, agreed to expand the co-chair cohort, and discussed how best to engage community groups in future meetings. A refreshed work programme was introduced to provide clearer structure and accountability, with plans to embed learning from national and international incidents.

Presentations were delivered by Leeds Raynet and the Rapid Relief Team, highlighting their capabilities in emergency communications and food relief, respectively. The group also received updates on recent severe weather support provided by 4x4 volunteers, including challenges around coordination, staff expectations, and mutual aid agreements. Mountain Rescue teams shared insights into their work and discussed opportunities for greater collaboration with other voluntary organisations. The group also considered how vulnerable persons data is held and shared and explored the role of voluntary organisations in supporting people and pets during emergencies.

### Warning and Informing Subgroup

|                       |   |
|-----------------------|---|
| <b>Subgroup Type:</b> | Operational   |
| <b>Chair:</b>         | West Yorkshire Resilience Forum (Communications and Projects Officer) |
| <b>Deputy Chair:</b>  | Kirklees Council  |

The aim of this subgroup is to assist responding agencies in fulfilling the requirements of the Civil Contingencies Act 2004 in relation to communicating with the public through the media and any other available channels prior to, during and after an incident.

Over the past year, the group has focused on strengthening engagement with communities across West Yorkshire, particularly following the appointment of a Community Resilience Officer. This work included the redevelopment of the public-facing Community Risk Register, due to launch in autumn 2025. The group also developed communications materials for use in the event of a national power outage, reviewed and updated key contact information across partner organisations, and continued to coordinate the sharing of seasonal emergency advice and campaigns.



# Exercising & Incidents of Note

Training and exercising are an essential part of the work undertaken by partners in West Yorkshire Prepared to ensure all partners are trained appropriately and prepared for a wide range of emergency incidents that may occur in the region. The previous twelve-month period has been a busy one in terms of multi-agency exercising and responding to real-life events.

## Exercise Mekong, Solenis (Bradford)

A multi-agency COMAH (Control of Major Accident Hazards) tabletop exercise to test the response to a major incident at a site in the Bradford district.

## MACE – Multi-Agency Capabilities Event (Wetherby)

An event showcasing the specialist capabilities, equipment and vehicles of approximately 40 different agencies that could be called upon in the event of a Major Incident Response within our region.

## Annual CPD Seminar

Continuing Professional Development (CPD) day for strategic and tactical level colleagues, focussing on the growing challenges posed by heatwaves and extreme heat.

## Incident of violent public disorder

Resulting in a multi-agency response at a strategic, tactical and operational level.



JUNE

2024



**40 DIFFERENT AGENCIES  
CAN BE CALLED UPON IN  
THE EVENT OF A MAJOR  
INCIDENT.**

JULY

2024

## Major Incident

Cross border response to a fatal Road Traffic Collision (RTC) on the A61 between Wakefield and Barnsley.





AUGUST

2024

### Multi-agency Response

Response to an incident at HMP Wakefield Prison.

SEPTEMBER

2024

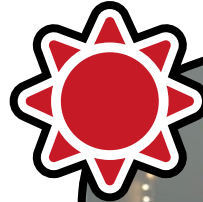
### Exercise Midnight Belle

A large-scale, live-play exercise at Leeds Railway Station simulating a marauding terrorist attack with multiple casualties and a train siege. Multiple partners were involved in the planning and delivery of the event, including the emergency services, Leeds Council, transport authorities and voluntary sector.

## MULTIPLE PARTNERS ARE INVOLVED IN THE PLANNING AND DELIVERY OF EXERCISES.

### Exercise Grannus

A strategic-level tabletop exercise focusing on a prolonged extreme heat scenario affecting West Yorkshire.



OCTOBER

2024

### Exercise Red October, Unilever (Leeds)

A multi-agency COMAH tabletop exercise to test the response to a major incident at a site in the Leeds district.

### Exercise Solacium

A multi-agency exercise designed to explore how data can be used effectively to identify vulnerable individuals and establishments during a major incident, ensuring appropriate support is provided.

JANUARY

2025

### Multi-agency response to heavy snowfall

Response to heavy snowfall across West Yorkshire, following a Met Office Severe Weather Amber Warning.



## MULTI-AGENCY TRAINING EXERCISES TEST PARTNERS INCIDENT RESPONSE PREPAREDNESS.



### Risk and Capabilities Workshop

A full day workshop to review and assess the 19 risks identified as 'local', which require a West Yorkshire Resilience Forum Risk Assessment.

### Major Incident, Leeds

Major Incident declared in Leeds city centre, in response to a suspicious package being reported near the Merrion Centre and First Direct Arena, resulting in a multi-agency response.



### Exercise Wipe Out, Surfachem (Calderdale)

A multi-agency COMAH tabletop exercise to test the response to a major incident at a site in the Calderdale district.



FEBRUARY  
2025

### Exercise Nighthawk

A live-play, multi-agency exercise focussing on a large-scale public disorder incident and involving seven regional police forces, Yorkshire Ambulance Service and West Yorkshire Fire and Rescue Service.



**WE ENSURE THERE IS CO-ORDINATION, CO-OPERATION AND EFFICIENCY ACROSS THE REGION, WORKING TOGETHER FOR THE BENEFIT OF THE COMMUNITIES WE SERVE.**

MARCH  
2025

## Looking Ahead

As we move into a new year, West Yorkshire Prepared remains focused on strengthening our collective resilience in line with the evolving National Risk Assessment (NRA) and wider changes to the UK's risk and resilience landscape. We anticipate further updates to Local Resilience Forum (LRF) standards and will continue refining our own subgroup structures to ensure they remain effective, responsive and fit for purpose. Our commitment to continuous improvement locally remains strong, and we will maintain a collaborative approach to manage any risks facing our communities.

**Don't panic**  
**PREPARE!**



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[westyorkshireprepared.org.uk](https://westyorkshireprepared.org.uk)