

# South Yorkshire Fire and Rescue Corporate Plan 2008-11

## 2009-10 Supplement

### Introduction

The South Yorkshire Fire and Rescue (SYFR) Corporate Plan 2008-11 sets out the Authority's commitments and objectives and how it intends to achieve them. One year into this Plan, this supplement is intended to provide a brief update. The majority of the Corporate Plan still stands; therefore this supplement will provide progress against key actions, and detail only significant changes. It is intended to be read in conjunction with the SYFR Corporate Plan 2008-11. This document is formatted using the sections of the Plan; Setting the Scene; Our Integrated Risk Management Plan; Partnership Working; Our Resources; and Our Performance.

### Setting the Scene

In 2009-10 we will introduce a new suite of Key Delivery Objectives (KDOs). The KDOs are the essential components that will contribute towards a safer community. These were set in April 2006 from a baseline average of the previous three years performance and have a target achievement deadline of March 2009. The results from the KDOs will be updated in June 2009. The new KDOs are more outcome focused and they complement the Local Area Agreements, as well as retaining a focus on core Fire and Rescue Service business. [Click here](#) for further information regarding the new KDOs. A comprehensive suite of performance measures support the KDOs. These ensure we can measure progress against the priorities identified as key to the Service. [Click here](#) to see to the supporting performance measures.

### Our Integrated Risk Management Plan

#### IRMP Action Plan 2008-09 Progress Report

This section provides an update on each of the actions identified in the Integrated Risk Management Plan (IRMP) 2008-09 action plan.

*Risk Management – we will continue to develop and improve our response to major emergencies.*

A strategic framework for managing large scale emergencies is now in place. Detection, Identification and Monitoring vehicles and crews are fully operational and we have staff that are qualified to Water Rescue Technician standard. We have also implemented the national fire service radio system, which has improved security and resilience to control rooms and provides interoperability to all blue light services.

*Risk Management – we will further strengthen our ability to provide emergency cover during extended periods of disruption to service delivery.*

We have a fully tested business continuity plan. This is currently being refreshed and tested, in light of the move to the new Headquarters. Project Fireguard is a national project which aims to ensure resilience of the fire and rescue services at local, regional and national level in the event of any major disruption. Due to the high costs and the limited resilience afforded by the project during a national event, Elected Members have decided not to pursue further expenditure on the national Project Fireguard. However, Officers are evaluating alternative options to ensure we have resilience arrangements in place at a regional and local level.

*Emergency Response – we will improve response times to life threatening incidents.*

Our response times target is a challenging one, and continues to test us. However, a number of initiatives have been put in place to reduce our response times to incidents. It remains our belief that a move to proximity based mobilising (as opposed to station ground based mobilising) and a risk assessed approach to the 'donning' of fire kit will achieve some improvement.

*Emergency Response – where appropriate we will deploy alternate types of emergency response vehicles for dealing with smaller, non life threatening incidents.*

A vehicle will be available from March 2009 to respond specifically to small fires. Due to the size of the vehicle it will be able to respond more rapidly to incidents. A pilot will be conducted at Mansfield Road and Edlington, and if successful two further vehicles will be purchased during 2009-10.

*Emergency Response – we will vary the level of service provision in accordance with the level of risk.*

This will be progressed through the 2009-11 IRMP action plan.

*Community Safety – we will implement initiatives to further reduce the numbers of accidental dwelling fires*

We are working with partners to deliver a variety of initiatives aimed at reducing accidental dwelling fires, including Home Fire Safety Risk Assessments (HFSRAs). The targeting of HFSRAs is being reviewed to ensure we are targeting those most at risk. We are working with our partners to achieve a more joined up approach to local and national media campaigns and initiatives. The number of accidental dwelling fires continues to reduce.

*Community Safety – we will implement a number of new multi-agency initiatives to reduce arson.*

A number of multi-agency arson reduction initiatives have been put in place, including District Arson Reduction officers; Joint Emergency Services Cycle Patrol Teams with South Yorkshire Police; Training has been delivered to Police Community Support Officers, City Ambassadors, Neighbourhood Watch teams to enable them to spot potential hotspots, e.g. fly tipping, abandoned vehicles and unsecured empty premises; Development of the Sheffield Partnership Arson Liaison Group and creation of an 'Arson Reduction Advocate' post (funded by Sheffield Crime and Disorder Reduction Partnership); Work with local business community in arson prevention measures; Ongoing work with Veolia and Waste Management to reduce opportunities for fire setting. Arson continues to reduce significantly across South Yorkshire.

*Community Safety – we will work to improve community resilience and actively encourage a sense of ownership and involvement in local issues and problems.*

Close working has been fostered through the partnership framework, Local Area Agreements and other meetings at a local level across all Districts. We are exploring ways of working jointly with partners on consultation exercises. As part of a pilot a Communications Officer will work from Doncaster station to lead on all District communications, promotions, and events. This objective has now been superseded by the Community Cohesion objective contained in the IRMP 2009-11.

*Enterprise and Success – we will continue to help reduce the negative societal impact of fires and other emergencies.*

Through our community safety education we are continually reducing the number of fires we attend, and therefore the negative societal impact of fire.

*Enterprise and Success – we will help improve the health and wellbeing of our communities.*

We are working towards opening our premises as a community facility, including the possibility of our gymnasiums being used by health practitioners to provide recuperative care to persons who may not be able to access other facilities. Other uses could include local meetings, after school clubs, smoking cessation and substance misuse.

*Enterprise and Success – we will continue to raise the personal aspirations and self esteem of people in our communities.*

Many of our community safety initiatives support this objective, including Fire cadets, Local Intervention Fire Education and Award Development Accreditation Network courses, Drive4Life, Miss Dorothy, Embedded Firefighters, and Urban Rangers.

*Enterprise and Success – we will work with partners to develop strategies and actions that will have a positive impact on the environment.*

An Environmental Strategy has been produced and a working group established. Our new Headquarters building has many modern energy saving and green features. Similar features will be built into our new fire stations at Dearne and Barnsley East. All four Local Area Agreements include environmental targets, and we will work with our partners to achieve these targets. We have undertaken an analysis of our carbon footprint and set appropriate targets for reducing our carbon emissions. Other initiatives include the introduction of a cycle to work scheme, and the introduction of an environmental management system.

*People – we will continue our efforts to recruit from all sectors of the community with the aim of creating a diverse workforce to meet the needs of South Yorkshire's diverse communities.*

We have signed up to stretch recruitment targets for Black and Minority Ethnic and female recruits. Positive action campaigns will be undertaken to encourage people from under-represented groups to apply to work at South Yorkshire Fire & Rescue. Staff groups have been established for under-represented staff and they will assist in any positive action work. We are working hard to achieve Level 3 of the Equality Standard for Local Government and this will raise awareness of the need for a more diverse workforce.

*Service Standards – we will further develop systems to ensure operational crews have ready access to appropriate levels of risk related information when attending incidents.*

A pilot for the new provision of risk critical information system has been undertaken. This pilot will inform a final system implementation.

*Service Standards – we will further develop our health and safety management systems. A full audit of health and safety has been undertaken and the recommendations are being implemented. We have expanded our Health and Safety team to include a manager, two advisers and an administrator.*

*Resources – we will ensure that the relocation to the new Headquarters building is managed in such a way that disruption to service delivery is kept to a minimum. We have now moved into our new headquarters and any disruption to service delivery was kept to a minimum.*

*Resources – we will achieve greater value for money through the sharing of resources with our partners.*

Many of our initiatives involve working with our partners to maximise our use of resources, including the arson reduction and community safety activities listed above.

## **New IRMP Action Plan 2009-11**

The Integrated Risk Management Plan (IRMP) traditionally covers a 3 year period. However, this plan will cover a 2 year period to align with the Corporate Plan, Medium Term Financial Plan and the Fire Service National Framework Document.

Below is a summary of our 2009-11 IRMP objectives. Full details of each objective can be achieved by [clicking here](#).

### *Health and Wellbeing*

- Open fire station premises for use by partners and community groups for smoking cessation classes, well person sessions, recuperative exercise, sports activities, substance misuse groups.
- Introduce a compulsory fitness test for SYFR staff.

### *Community Cohesion*

- Increase the numbers of community advocates/community engagement advisors to work alongside partner agencies, increasing public service outreach and community engagement activities.
- Work with partner agencies to gain a greater understanding of the needs of all sectors of the community.

### *Fatalities and Injuries*

- Conduct a pilot project in partnership with a Local Authority housing provider to ascertain the relationship between the point at which a tenancy is taken up and the occurrence of a fire, crime, accident or damage to property.
- Use multiple intelligence sources for targeting 'at risk' groups.

### *Response Times*

- Review and revise response time measures to ensure they are more outcome focussed.
- Provide remote households with a 'safety pack' including minimum response times and a range of other fire safety information.
- Investigate the benefits of pre-alerting for crews in order to further reduce response times.

- Implement dynamic proximity based mobilising (nearest resource despatched).

#### *Road Traffic Collisions*

- Amend attendance to motorway incidents in line with current category 1 response (despatch 2 appliances instead of 3) and upgrade response criteria to include the Technical Rescue Unit.
- Improve inter-service communications and call interrogation in order to reduce unnecessary mobilisations.
- Introduce a South Yorkshire Joint Services Road Traffic Protocol to improve agency interoperability, promote closer working relations and attract further education and prevention funding.

#### *False Alarms*

- Introduce a multi agency call challenge process.
- Adopt the Communities & Local Government Guidance on response to automatic fire detections.

#### *Low Level Activity Stations*

- Review service provision at low level activity stations.

#### *Water Rescue*

- Upgrade water rescue response.

A number of consultation events took place. Details of the IRMP were communicated to a range of key stakeholders including local residents, minority group representatives and SYFR employees.

## Partnership Working

The priorities for each of the Districts have now been determined and the Local Area Agreements (LAAs) finalised. A summary of each of the LAAs can be found below.

### Sheffield Local Authority Area

*Vision* - "Sheffield will be a successful distinctive city of European significance at the heart of a strong city region, with opportunities for all"

*Aims* - Priorities and context shaped in each authority area's 'Sustainable Community Strategy' (SCS) – reflecting how citizens want the area to change and develop. The LAA is essentially the delivery plan that supports it.

In Sheffield this is called its 'City Strategy' (2005-10), and sets out its 5 'Big Ambitions':

- Sheffield to have an economy that matches the best in Europe.
- Sheffield to establish excellence in its public transport system.
- Every neighbourhood to be a successful neighbourhood.
- Everyone to be able to fulfil their potential through learning and enterprise.
- Sheffield to be an attractive and sustainable, low-carbon city.

and is based around 5 themes:-

- Strong economy
- Successful neighbourhoods
- Inclusive, healthy communities
- Great place to grow up
- Environmental excellence

*Delivery* - "Through shared endeavour of partnerships"

- The LAA is essentially the delivery plan that supports the SCS
- Local improvement priorities agreed through 3 year LAA
- The LAA is negotiated between partners and the Government, managed through the Local Strategic Partnership – 'Sheffield First' structure.

SYFR have a significant contribution to make to the delivery of LAA outcomes and targets as a named partner. In Sheffield's LAA SYFR are named against the following National Indicators (NIs):

- NI 47 – Reduction in people killed & seriously injured in Road Traffic Collisions (RTCs)
- NI 120 – All age all cause mortality rate
- NI 17 – Perceptions of anti-social behaviour
- NI 33 – Arson incidents

SYFR also contribute to the achievement of a number of other LAA targets for example Children & Young people's indicators through its youth engagement activities, and Environmental indicators such as a reduction in CO<sup>2</sup> emissions, and adapting to climate change.

## **Barnsley Local Authority Area**

*Vision* - “2020 vision is for Barnsley to be a successful, uniquely distinctive 21st century market town at the centre of a borough that offers prosperity and opportunity for all”.

*Aims* - Barnsley’s SCS sets out the ambitions for the Borough over the next 12 months.

Barnsley’s ambitions:-

- Our communities are attractive, clean and sustainable places to live
- Barnsley is one of the safest towns in Yorkshire
- Barnsley offers varied and exciting cultural opportunities to all
- Barnsley is recognised for its community spirit and diversity
- Barnsley people are healthier and live longer - adding life to years and years to life
- Enabling adults to have healthy and fulfilling lives
- Barnsley children and young people - aiming high, enjoying life and seizing opportunity
- 21st century environments for 21st century learning, enterprise, skills and services
- Building a prosperous and sustainable local economy
- Barnsley has a high performing integrated transport system
- Promote Barnsley, at home and abroad, as a great place to live, work and visit

*Priorities* - Barnsley’s priorities for improvement are aligned to the outcomes the Partnership wants to achieve over the 3 year period. There are 11 outcomes and 57 improvement priorities in total.

The Delivery partnerships are responsible for the delivery/action plans supporting the LAA indicators, and each of the aims above align to one of partnerships:

Children, young people and families wellbeing partnership  
Adults and communities wellbeing partnership  
Barnsley development agency/ economic forum  
Cultural consortium  
Environmental partnership  
Equalities and diversity and inclusion partnership  
Fit for the future  
Partnership for Transport  
Safer and sustainable communities partnership

The Safer and Sustainable Communities partnership will continue to be responsible for improving community safety and reducing crime across Barnsley and was set up as a result of The Crime and Disorder Act 1998, which introduced local partnerships to address issues of crime and disorder.

SYFR have a significant contribution to make to the delivery of LAA outcomes and targets as a named partner. In Barnsley’s LAA SYFR are named against the following NIs:-

NI 47 – Reduction in people killed & seriously injured in RTCs  
NI 33 – Arson incidents  
NI 186 – Per Capita CO<sup>2</sup> emissions

SYFR also contribute to the achievement of a number of other LAA targets for example Children & Young people's indicators through its youth engagement activities, and Environmental indicators such as a reduction in CO<sup>2</sup> emissions, and adapting to climate change.

## **Rotherham Local Authority Area**

*Vision* - "Rotherham will be a place with high performing public sector organisations, where we will work more closely with colleagues locally, regionally, nationally and internationally to achieve the best we can for the people of Rotherham ."

*Aims* - Priorities and context shaped in each authority area's 'Sustainable Community Strategy' – reflecting how citizens want the area to change and develop. The SCS sets out the ambitions for the Borough up until 2020.

*Delivery* - "Through shared endeavour of partnerships"

- The LAA is essentially the delivery plan that supports the SCS
- Local improvement priorities agreed through 3 year LAA
- The LAA is negotiated between partners and the Government, managed through the Local Strategic Partnership –'Rotherham Partnership' structure.

*Priorities* - The strategic priorities are framed around five strategic themes:

Rotherham Achieving  
Rotherham Alive  
Rotherham Learning  
Rotherham Proud  
Rotherham Safe

and underpinned by two cross-cutting themes:

Fairness  
Sustainable Development

SYFR have a significant contribution to make to the delivery of LAA outcomes and NIs:

NI 47 – Reduction in people killed & seriously injured in RTCs

NI 33 (local) – Arson incidents

NI 141 – Percentage of vulnerable people achieving independent living

NI 17 – Perception of anti-social behaviour

NI 111 – First time entrants to the youth justice system aged 10-17

## **Doncaster Local Authority Area**

*Vision* - "By 2025 Doncaster will be acknowledged as a city of significance in the country and in Europe. This will be based on the recognised advantage of its strategic location, enhanced by its international transport infrastructure. The opportunity for everybody to enjoy the highest quality of life will have enabled Doncaster to attract and retain a growing population with world-class skills in the high growth industries that drive the regional economy."

*Aims* - Priorities and context shaped in each authority area's 'Sustainable Community Strategy' – reflecting how citizens want the area to change and develop. Doncaster's SCS sets out the ambitions for the Borough up until 2025.

- Children and young people to thrive, prosper and achieve
- All residents to live healthier longer lives
- Older people to live independent and fulfilled lives
- Residents to live in safer communities
- Enterprising and innovative businesses to prosper

*Delivery* - "Through shared endeavour of partnerships"

- The LAA is essentially the delivery plan that supports the SCS
- Local improvement priorities agreed through 3 year LAA
- The LAA is negotiated between partners and the Government, managed through the Local Strategic Partnership

*Priorities* - The SCS priorities are:-

A prosperous place  
Skills and lifelong learning  
Healthy and caring  
Safer cleaner greener  
Improving neighbourhoods together  
Equality of opportunity  
Environmental sustainability

SYFR have a significant contribution to make to the delivery of LAA outcomes and targets as a named partner. In Doncaster's LAA SYFR are named against the following indicators:-

NI 47 – Reduction in people killed and seriously injured in RTCs

NI 33 (local) – Arson incidents

NI 115 – Substance misuse by young people

NI 120 – All age all cause mortality

NI 16 – Serious acquisitive crime

NI 19 (local) – Rate of proven re-offending by young people

NI 20 – Assault with injury

NI 21 – Dealing with concerns about anti-social behaviour and crime

NI 110 – Young people's participation in positive activities

NI 188 – Adapting to climate change /

NI 189 Flood & coastal erosion

And a number of other targets that all partners are expected to contribute to.

## **General Links**

More information on LAAs can be found on the following websites:-

To see the main priorities for your area, visit the CLG website for a quick lookup map:-

<http://www.localpriorities.communities.gov.uk/default.aspx>

Details of the LAA framework and reward grant can be found on the CLG website:-

<http://www.communities.gov.uk/corporate/>

Details of the CAA framework can be found on the Audit Commission website:-

<http://www.audit-commission.gov.uk/>

## **Our Resources**

### **Finance**

The financial information will be updated in June 2009.

### **Asset Management**

During 2008 we moved to our new headquarters at Eyre Street in Sheffield and relocated our Workshops to Rotherham. We completed the roll-out of CCTV for fire appliances and installed Mobile Data Terminals. The acquisition of land for the new fire stations at Dearne and Barnsley East has been completed. We have also completed the comprehensive review of Personal Protective Clothing.

## **Our Performance**

### **Performance Management**

The Key Delivery Objectives (KDOs) results for 2008-09 will be updated in June 2009. This will include comments regarding how we have performed against each of the KDOs.

During 2009-10 we will introduce a new set of outcome focused [KDOs](#) and a suite of [performance measures](#) to support their delivery.

### **External Assessments**

We have now achieved Level 2 of the Equality Standard for Local Government, and are working hard to achieve Level 3.

We made the decision not to apply for the Comprehensive Performance Assessment re-categorisation due to conflicting priorities, namely our move to the new Headquarters

### **Internal Assessments**

A number of Service Reviews have now been completed. [Click here](#) for an update regarding each of the reviews. A new [Service Review Programme](#) has now been drafted.