



South Yorkshire Fire & Rescue

WORKING FOR A SAFER
SOUTH YORKSHIRE

South Yorkshire Fire and Rescue Corporate Plan Supplement 2010-11



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2. Introduction

South Yorkshire Fire and Rescue's (SYFR) Corporate Plan 2008-11 sets out the Authority's commitments and objectives and how it intends to achieve them. As we enter the final year of the Plan, this supplement is intended to provide a brief update of progress to date, and preparations for the next Corporate Plan 2011-14.

It is intended to be read in conjunction with the SYFR Corporate Plan 2008-11.

We are currently consulting with the public, our staff, partners and other key stakeholders, to identify the priorities for the Service from 2011 onwards.

This activity will inform the corporate and integrated risk management planning process, and enable SYFR to establish how we will continue to deliver our services with an anticipated cut in Fire and Rescue Service budgets from 2011 onwards.

'Our Future, your Fire Service' consultation document asks a number of key questions concerning funding, emergency response, and resourcing.

Consultation runs until 2 August 2010, details of which can be found on our website.

<http://www.syfire.gov.uk/896.asp>

At the end of this consultation, we will consider all the responses and use them to help inform the development of more concrete plans for the way we propose to deliver our services in 2011-14. We will publish those more specific proposals in autumn 2010 along with a further public consultation exercise.

3. Major Capital Project Successes in 2009/10

The Service has successfully delivered a number of projects during 2009/10, including the opening of the new Dearne and Penistone Fire Stations, and Realistic Fire Training Building at our Training and Development Centre. Most recently, (June 2010), the opening of Cudworth Fire Station brought the completion of the new station builds programme.

For more information please see the supplement below detailing this year's key projects.

[Projects Summary of achievement](#)

4. Integrated Risk Management Plan Progress

IRMP Progress against existing plan objectives

Integrated Risk Management Planning (IRMP) is the approach Fire and Rescue services use to identify the risks of fire and emergencies across their area, and to match resources to those risks, identifying priorities for response, prevention and protection services.

SYFR has implemented two major Integrated Risk Management Plans during 2006-09 and 2009-11. The current Plan focuses on community needs and effective prevention. An interim evaluation of what has been achieved is currently being undertaken and from this some of the key achievements so far are:-

- **Water Rescue** - Upgraded the Service's Water Rescue Response provision with the introduction of a comprehensive Water Rescue Strategy
- **Health and Wellbeing** - Fire Fighter Fitness - compulsory fitness testing implemented for operational staff
- **Community Cohesion**
 - Produced a **Safety Information Pack** for the more vulnerable members of our community
 - **Improved Community Intelligence** - Improved our knowledge of our community through the use of multiple intelligence sources and used this to further inform our prevention and protection work
 - **Community Officer** - Increased the number of Community Officers to improve understanding of our communities, with the addition of four District Community Partnership Officers
- **False Alarm Reductions** - Implemented new procedures with regard to False Alarms, including the introduction of a 'ring back' action and a new performance measure
- **Road Traffic Collision Protocols** - Reviewed and enhanced our procedures and protocols with regard to Road Traffic Collisions
- **New Shift Pattern** - Made changes to shift patterns which will provide improvements in productivity and time available for Community Fire Safety work, and training of staff
- **Response Times**
 - **Automatic Vehicle Location Technology** - Implemented an Automatic Vehicle Location System which enables us to mobilise the closest appliance by geographic location

- **Small Incident Units** - Proved the concept of a small fires vehicle to supplement our response capability

In addition to this we have:-

- Further reduced risk of death and injury in our communities through continued improvements in performance
- Improved our Home Safety Check service and proactive work to identify those most in need of the service
- Continued to run a range of successful community safety campaigns, one of which has been shortlisted for a national CIPR Excellence award
- Increased our training capacity – the number of student days is now 14,000 per year
- Introduced a new four day safety critical training course for all station based firefighters
- Introduced a new software package including electronic data entry via PDAs for Home Fire Safety Checks
- Strengthened our business continuity arrangements
- Implemented the 'Airwave' radio system as part of the Firelink Project
- Introduced a wide range of enhanced Command Support and firefighter safety facilities
- A 'Spotlight on Safety' initiative was launched with the aim of refocusing the Service on sensible and proportionate management of health and safety
- Undertaken 5 number of multi-agency resilience exercises, continuing to work with partners to prepare south Yorkshire for the emergencies it may face

5. Performance

In 2009-10 we introduced a new suite of Key Delivery Objectives (KDOs). The KDOs are the means by which we measure and monitor the success of our community safety activity.

The new KDOs are more outcome focused, complementing the Local Area Agreements, as well as retaining a focus on core Fire and Rescue Service business.

A comprehensive set of performance measures support the KDOs. These ensure we can measure progress against the priorities identified as key to the Service. With the removal of the suite of Best Value Performance Indicators in 2008 against which Fire and Rescue Services were previously measured, SYFR developed its own suite of indicators which we felt best represented the Key Delivery Objective outcomes we aim to achieve.

Whilst two National Indicators for the Fire and Rescue Service were introduced in 2008 with the new Local Performance Framework for Local Authorities, a review of these indicators in April 2010 has led to both NI 33 Arson Reduction, and NI 49 Fire Deaths and Injuries being removed from the suite by the department for Communities and Local Government (CLG)

The implication for Local Area Agreements (LAAs) is that for Sheffield and Barnsley where NI 33 was a key indicator in their LAAs, this has been removed. Arson will still remain a local priority however, and partners within the Local Strategic Partnership (LSP) and Crime and Reduction Partnership (CDRP) will continue to work together to tackle anti-social behaviour fires and wider arson issues.

Our Performance in 2009-10 has continued to improve against a number of Key Delivery Objectives. For example:-

KDO 1 Reducing Deaths and Injuries

For the first time since records began in 1979 no children were killed on South Yorkshire's Roads. Fire deaths and injuries have reduced substantially in the last year, with almost a 50% reduction.

KDO 2 Safeguarding property and reducing the impact of Fire

The number of Primary Fires has reduced by 16% in the past year.

KDO 6 Reducing False Alarms

Both Malicious Calls and False Alarms caused by Automatic Fire Detection have reduced again this year, the former with a massive 70% reduction.

KDO 7 Reducing Arson

We have sustained a reduction of almost a third again this year, and our LAA targets in Sheffield and Barnsley have been met.

PERFORMANCE FRAMEWORK
KEY DELIVERY OBJECTIVES



[Click here](#) for more detailed information regarding our performance against Key Delivery Objectives for 2009-10.

6. Audit & Review

Comprehensive Area Assessment 2008/09

In 2009 a new assessment framework was introduced for local authorities, including the Fire and Rescue Service, called the 'Comprehensive Area Assessment' (CAA). The area assessment looked at how well local public services delivered better results for local people in local priorities such as health, economic prospects and community safety. It also included an organisational assessment of individual public bodies.

In December 2009 the Audit Commission published the results of the new Comprehensive Area Assessment, including South Yorkshire Fire and Rescue's Organisational Assessment.

The Organisational Assessment report highlights many of our significant achievements in making South Yorkshire people safer than they have ever been before.

It notes that from 2006-09:

- We have achieved seven of our eight key objectives
- Deaths and injuries in accidental house fires have reduced by 33%
- Arson has reduced by 30%
- Accidental house fires have reduced by 18%
- Staff sickness is down by 30%
- There was a 12% reduction in people killed or injured in road traffic collisions (2008/09)

In addition, the report highlights some areas for improvement, which we are implementing action plans to address.

Overall we scored a 2 for our Organisational Assessment which means that we are performing adequately.

We are disappointed with our overall score of 2, as we are confident that our performance across the board is worthy of a higher score. After three consecutive years of being rated as 'improving well', this report does note that performance improved again in 2008/09.

However, it serves as a timely reminder to members, managers and staff that we must constantly seek to improve, and change the way we work, if we are to provide the best possible fire and rescue service to the people of South Yorkshire.

The 'OnePlace' website launched in December 2009 provides details of the results of the Comprehensive Area Assessment (CAA), including the Area Assessment of each District. [Click here](#) to access the website, and more information on the priorities and prospects for improvement.

2009/10 Audit

At the beginning of 2010 SYFR was preparing for this year's Comprehensive Area Assessment (2009-10), including the Use of Resources element which considers how well the organisation is managing its resources, finances and how it governs the business.

However, an early change of policy following the forming of the new coalition Government was to bring an end to the CAA framework, in a move to reduce the burden of inspection and compliance work on public bodies. We do not therefore expect to receive a score for this year's Use of Resources assessment, but do expect a judgement to be made on the Value for Money element as part of the annual audit letter from the Audit Commission. All other CAA work has ceased, and we wait to see what arrangements will be put in place for the future. We were confident that continued improvements in performance and operational efficiency would have been recognised in this year's assessment.

SYFR undertook a Peer Review of its operational effectiveness in February 2010; led by the Improvement and Development Agency (IDeA), the team was made up of peers from other Fire and Rescue Services / local authorities. The 'Operational Assessment' would have fed into the CAA assessment for 2010, however this was not the sole purpose of the review, being designed to provide a 'critical friend' approach to support Fire and Rescue Services in identifying areas of both strengths and opportunities for improvement. Now the CAA has ended, we will use this report to develop an improvement action plan, the implementation of which will be managed through the Service's Operational Improvement Board.

Other External Assessments and Reviews

Information and Communications Technology (ICT)

An IDeA peer review was undertaken in December 2009, in order to review the Service's ICT function, and obtain independent feedback from public sector peers to identify good practice and possible areas for improvement. The IDeA team undertook interviews with staff and partners as well as examining our current policies and procedures during a four day visit. The final report received by the IDeA was welcomed, and will be used to develop and enhance the delivery of our ICT services, which were acknowledged as being highly valued by the organisation.

Equality and Diversity Achievements

During 2009/10 SYFR has made major strides in promoting equality and diversity in employment and service delivery in relation to race, gender, disability, sexual orientation, religion and belief and age. Some of the ways we have measured progress are:-

- Achieved Level 3 of the Equality Standard –this means SYFR can continue to make progress from the achieving level of the FRS Equality Framework
- SYFR was ranked 109th in Stonewall Workplace Equality Index for providing an inclusive workplace for lesbian, gay and bi-sexual staff
- SYFR was awarded Job Centre Plus “✓✓ for Disability Scheme” for being an inclusive employer of disabled people
- SYFR supported minority staff to develop Staff Groups for Black and Minority Ethnic, Disabled, Lesbian, Gay, Bi-sexual and Trans staff and a Religion and Belief Group
- SY Fire and Rescue Authority has been acknowledged nationally for best practice in member scrutiny of equality and diversity
- SYFR trained nearly 70% of SYFR staff in equality and diversity aspects of their jobs

For more information please see the Equality and Diversity pages on our Intranet.

<http://www.syfire.gov.uk/451.asp>



7. Resources

Finance

Please [click here](#) for an update on our financial information. (This will be available from July 2010)

8. Statement on Contracts

During 2009-10 we have not awarded any contracts which involved a transfer of staff.

9. 2010/11 Objectives

Our key objectives for the coming year include:-

- **Plan for the Future** - Consult with staff, the public and partners on our priorities for 2011 onwards and prepare our next 3 year strategic plan
- **Reduce Costs** - Identify savings across the Service in response to anticipated budget cuts
- **Performance Improvement** - Continue to improve against our Key Delivery Objectives
- **Collaboration with Partners** - Identify and evaluate opportunities for 'shared services' with partners
- **Focus on Green Issues** - Ensure our activities have a minimal negative impact on the environment and reduce our carbon footprint
- **Recommendations for Improvement** - Implementing recommendations from this year's peer reviews
- **Regional Control** - Continue to prepare for the cutover to the Regional Control Centre in Wakefield (September 2012)
- **Station Opening** - Cudworth Fire Station operational (June 2010)
- **Modernise Existing Assets** - Continued review and modernisation of existing Fire Station facilities
- **Personal Protective Equipment** - Ensure we continue to meet the current and future operational needs for fire kit and the safety of our operational personnel - Personal Protective Equipment (PPE) procurement
- **Staff Reward Scheme** - Review of staff reward systems as part of People Strategy implementation
- **Employee Engagement** - Develop employee engagement strategy
- **Equality & Diversity** - Develop a new three year Equality and Diversity strategy to ensure effective implementation of duties on us to promote equality in relation to race, gender, disability, sexual orientation, age and religion and belief, as well as fostering inclusion and community cohesion
- **Positive Action** - Continue to develop positive action initiatives to ensure we are representative of our communities
- **Service Delivery Strategy** - Develop and implement an 'Integrated Service Delivery Strategy' which feeds into the next IRMP
- **Fire Safety Audits** - Increase number of technical fire safety audits undertaken

- **Resilience** - Multi agency strategic co-ordination centre will be completed in June 2010 which will allow a fully integrated response to any issues affecting the communities of South Yorkshire
- **Funding** - Develop the Community Foundation Fund 'Safer South Yorkshire Grant' http://www.sycf.org.uk/grant_campaigns/safer_south_yorkshire_grant_campaign/
- **Education** - Develop our Schools education packages - introduce new Year 4, 6 and 9 schools packages, and a BTEC course
- **Training Delivery** - Deliver 14,000 training days at our Training and Development Centre
- **Training Marketing** - Produce a prospectus to market our training courses both locally and nationally
- **Customer Care** - Produce a 'Customer Care' Strategy

10. Looking Ahead - Corporate Plan 2011-14

Planning for Financial Reductions

SYFR, like all other public sector services, has focused on value for money for a number of years through approaches like best value and a government led efficiency savings programme. It has become more important for SYFR to further increase this focus in light of the anticipated cuts in public sector funding.

During 2009-10 SYFR has started to look ahead to what the current debt crisis may mean to us in maintaining services during a time of spending cuts.

The coalition Government has set out how it will reduce spending by 6.25 billion this year through efficiencies and reducing 'waste'.

The 'Spending Review', to be published in the autumn, will set out the overall path for public finances to address the deficit going forwards. The spending review framework document¹ states that the scale of the challenge will require a 'step change' in the drive for public sector efficiency and value for money.

Currently SYFR has been working to estimates of a 15-20% cut in budgets over the next three years spending period (2011 to 2014) in its planning activities.

A 15% drop in SYFR funding would mean a loss of income of about £9 million. This is a significant cut in funding, and we cannot 'balance the budget' without making major changes to the way we do things. Our aims will still be to maintain and improve response, prevention and protection services to the people of South Yorkshire, at a reduced cost.

SYFR approach to planning for savings includes:-

¹ The Spending Review Framework, HM Treasury, June 2010

- Identifying and realising increased **efficiencies**
- Identifying a number of our services which could be provided in a **shared way** thus making economies of scale
- Developing the **organisation** and the way our **people** work to become increasingly more effective
- Through a new **Integrated Risk Management Plan** changing the way we deliver services to maintain frontline response, prevention and protection services at significantly reduced costs.

Every manager and team is encouraged, allowed and required to find efficiency savings through:-

- ways of working which are more effective
- cutting out waste or duplication
- stopping doing things that are low priority

Provisionally, budget holders have been asked to identify a 15% cashable efficiency saving on their 2010/11 base budget by using the above approaches. SYFR has already implemented new controls on the recruitment of additional staff, as the organisation is aware that these efficiencies and changes will need to reduce the number of staff we employ, as 78% of the budget is taken up by staffing costs.

Other initiatives such as the restructuring of the HR function with Workforce Development and reviewing cleaning / equipment hire contracts by Asset Management have also identified efficiencies.

Work will continue to progress in this area by:

- Reviewing the outturn for 2009/10 and the base budget for 10/11 to identify permanent reductions to the base for future years. Reviewing the capital programme in the light of potential funding reductions to identify our key priorities for investment in the future

Integrated Risk Management Plan

This year SYFR is developing a new IRMP for 2011-2014 which will need to respond to the current national funding context and risk circumstances across South Yorkshire.

In preparation for this some of the work currently being done is around:-

- Developing a comprehensive community needs assessment to ensure the characteristics of our changing communities are understood and the risks they face identified
- Research looking across other Fire and Rescue Services and best practice for delivering effective services, including looking at new concepts such as a wider range of vehicles most suitable for different incidents.

Consultation

South Yorkshire will be making definite decisions on the shape of future services during 2010, and these are being developed through the Corporate Plan and Integrated Risk Management Plan. Our approach will be to consult and listen to the views of people living in South Yorkshire, our partners and staff. That is why we have launched a consultation process with all these stakeholders taking place in summer 2010.

'Our Future, your Fire Service' consultation document asks a number of key questions concerning funding, emergency response, and resourcing. Consultation runs until 2 August 2010, details of which can be found on our website:-

<http://www.syfire.gov.uk/896.asp>

At the end of this consultation, we will consider all the responses and use them to help inform the development of more defined plans or the way we propose to deliver our services in the future. We will publish those more specific proposals and conduct a further consultation exercise in autumn 2010, when we should have details of the budget cuts following the Government's Spending Review. Elected Members of SYFR will be leading this development and consultation process to make the final decisions to amend, then agree and implement these plans in early 2011.

Shared Service Reviews

Shared services arrangements are where two or more organisations who each deliver a similar service come together to have them collectively delivered by one provider. This could be one of the original organisations who take on delivery of their own service and the services of others, or where all services arrange for another provider to manage the service for all of them – through a contract or joint service arrangement.

Often one organisation is seen as best placed to act as the lead provider either because they have already developed arrangements or because of their expertise /knowledge in the area. The suggested benefits are the savings made from 'economies of scale' achieved through standardising processes and procedures, and the joint buying power such arrangements can bring.

While these arrangements have been developing in local government for a number of years, Fire and Rescue Services are starting to investigate this approach to making savings.

SYFR has been working with the Yorkshire Ambulance Service (YAS) to consider a co-responder scheme for attending Road Traffic Collisions. YAS are currently co-locating vehicles at Tankersley, Edlington and Aston Park Fire Stations.

Regionally SYFR is working with other Fire and Rescue Services in the Yorkshire and Humber region through the Regional Management Board, to consider what savings could be achieved by sharing a range of services such as ICT, property, fleet, workshops and technical services. A recently commissioned review by Northgate Services is due to report on the potential for collaborative working and the associated savings in the next few months. Further work is required to establish the viability of these proposals, and how these savings could be realised.

Preparing for Regional Control Centre

Fire Control is a significant government managed project to move fire control centre services (which receive emergency calls from the public and mobilise response appliances) from local to regional locations. It involves the relocation of services and staff and the building and leasing of new Regional Control Centres (RCCs). The Yorkshire and Humber RCC has been built just outside Wakefield, with the proposed cutover to regional fire control due in September 2012.

Work has been progressing within SYFR during 2009/10 to prepare for this major change and ensure a smooth transition and no disruption to services, including:-

- Working to ensure successful 'data matching' of all addresses across South Yorkshire. This is crucial for effective response to fires and emergencies and has also brought improvements for partners such as Councils.
- Preparing Control staff for the assessment processes relating to RCC posts
- Preparing SYFR to take on work currently done by local control staff by scoping and moving this work to other departments.



SYFR has been involved in regional 'ways of working' task groups to establish processes that will be used in RCCs across the country.

This preparatory work will continue during 2010/11.

Change Management

During periods when organisations are faced with major or complex challenges, like managing with reduced budgets, they will need to change more fundamentally or rapidly.

This may require a change in:-

- What services are provided
- The way services are provided
- More effective provision of services
- Who the services are provided by
- How many staff the organisation employs and what skills they have
- The ways staff work, and their approach and attitudes
- The shape of the organisation and what departments or units it has
- The number and levels of managers

Moving from how an organisation looks and works currently to how it needs to operate for a successful future needs planning and a successful process of change management.

Over the next three years SYFR will need to be able to manage large scale changes to continue to successfully deliver effective services with a significantly reduced budget. The development of new plans for this are described above.

Organisational Development and SYFR People Strategy

SYFR has developed a one year people strategy for 2010 to 2011 to prepare the organisation and staff to effectively meet the emerging challenges of a reduction in money for public sector services, alongside increasing expectations from partners, inspectors and communities for better services and the continuing rapid changes in technology, how people (including staff) lead their lives and risks they face.

SYFR's People Strategy aims to prepare SYFR through a focus on improving leadership, flexibility in the workforce, and attracting developing and retaining talent.

An action plan focuses on four key work strands:-

- Leadership
- Managing the organisation's talent
- Engaging with the workforce
- Business focused HR role

Equality and Diversity Strategy

SYFR has made great strides in embedding equality and diversity approaches across all activities and during 2009/10 has completed the implementation of SYFR Integrated Equality and Diversity Scheme: 2007-10.

The new Single Equality Act helps to clarify, simplify and extend equality and diversity rights and duties and over the next year SYFR will be developing a three year strategy to ensure effective implementation of duties on us to promote equality in relation to race, gender, disability, sexual orientation, age and religion and belief as well as fostering inclusion and community cohesion.

