



South Yorkshire
Fire & Rescue

WORKING FOR A SAFER
SOUTH YORKSHIRE

South Yorkshire Fire & Rescue

Service Plan 2011-2013





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01

Foreword

Foreword by the Chair of the Fire and Rescue Authority and Temporary Chief Fire Officer



We are pleased to present you with our Service Plan for the period 2011-13.

The Plan sets out how we will respond to the needs of our communities during this period. We are certain that the way we deliver your Fire & Rescue Service (FRS) will need to change following the central Government budget cuts which have been announced.

Despite these cuts, we would reassure you that we remain absolutely committed to providing our communities with a first-class Fire and Rescue Service. We will need to use the money available to us to target our resources in the areas of greatest risk but we will continue to respond effectively when we are needed and work hard to prevent emergencies from happening in the first place.

The public of South Yorkshire is safer than ever before. The last few years have seen large reductions in accidental fires, deliberate fires, fire deaths and injuries, and other types of emergencies. This plan sets out how we aim to continue keeping the South Yorkshire public safe in their homes, workplaces and on our roads.

Cllr Jim Andrews
Chair of the Authority

Jamie Courtney
Temporary Chief Fire Officer

A handwritten signature in black ink, appearing to read 'J S Andrews'.

A handwritten signature in black ink, appearing to read 'Jamie Courtney'.

02

Vision, Values & Priorities

Our Vision and Values are core to our performance framework, along with the priorities for the Service, as shown in the diagram on the right:-

Our Values

Our values reflect the way in which we work as individuals as well as our corporate identity. We have recently consulted with staff to review our organisational values, and these will be further developed and defined over the coming year.

We are committed to treating everyone fairly and with respect.

Our Priorities

Our priorities have been developed following consultation with staff and the public over the summer of 2010, along with input from officers and Elected Members. We have listened to feedback so our priorities reflect what our staff and the public said should be our key areas of focus over the next two years:

- Making People Safer – working to prevent emergencies
- Responding to Emergencies – effectively and safely
- Valuing People – those we serve and employ
- Maximising Efficiency – making our resources go further

Our Vision

'Working for a Safer South Yorkshire'



03

Setting the Scene

National Context

Like many other public sector bodies the Fire and Rescue Service (FRS) has to make substantial cuts to its budget over the next four years. The Government's Spending Review has meant that South Yorkshire Fire & Rescue (SYFR) faces a budget cut of £4.7m over the next two years. To achieve this level of saving, there is an expectation that the FRS will further modernise, increase efficiency and deliver workforce reform. The Government has acknowledged the

unique nature of fire and rescue in terms of how it is resourced to match risk not levels of activity, and 'end loaded' the budget cuts to allow more time for the Service to adjust.

The Fire and Rescue Service embodies a lot of the characteristics of the Government's vision for the 'Big Society' - a strong local community presence with active volunteer involvement; a Service which is consistently valued and respected by the public; and a can-do ethos and willingness to be the catalyst for

other local services, by getting things moving, particularly in the partnership area.

Area / Organisational Profile

South Yorkshire has a population of over 1.3 million and is made up of four metropolitan areas, Barnsley, Doncaster, Rotherham and Sheffield. SYFR provides emergency services to the whole of South Yorkshire, which covers an area of approximately 1554 km².

The area we cover is shown below, with our fire stations marked on in white dots.





Doncaster (population 290,100)

Key risks:

- Households: 131,000
- Business Premises: 6,000
- M18 Motorway and A1(M)
- Robin Hood Airport

For more details on Doncaster visit www.doncaster.gov.uk.



Sheffield (population 547,000)

Key risks:

- Households: 255,000
- Business Premises: 15,000
- M1 Motorway
- Fourth-largest city in England
- Major sporting venues
- Major universities

For more details on Sheffield visit www.sheffield.gov.uk.

Barnsley (population 226,000)

Key risks:

- Households: 100,000
- Business Premises: 5,500
- M1 Motorway, Dearne Valley Parkway (A630)

For more details on Barnsley visit www.barnsley.gov.uk.

Rotherham (population 254,000)

Key risks:

- Households: 153,000
- Business Premises: 7,500
- M1 Motorway

For more details on Rotherham visit www.rotherham.gov.uk.



South Yorkshire Fire and Rescue – Our Resources

Our resources are allocated on a risk-based approach, to address the county's needs for emergency response and preventing unnecessary emergencies. In addition to our traditional response to fires and road traffic collisions, we also provide some specialist frontline services such as:

- Rescues from height, water and collapsed structures
- Dealing with hazardous materials
- Fire investigation

We employ around 1,100 staff who undertake operational fire and rescue duties, enforce fire safety legislation, educate the public in safety matters, and provide vital support services

SYFR's Training and Development Centre is located in Handsworth, Sheffield, providing specialist training to our staff, with a new Realistic Fire Training Building (above) commissioned since February 2010. Additionally, there are support facilities at Rotherham for both service supplies and fleet maintenance.

Financial Climate

South Yorkshire Fire and Rescue Authority faces significant cuts to its budget over the next four years, with a 9.5 per cent reduction in grant

receipts from the government in 2011/12. A further 3.4 per cent cut is expected in 2012/13. Almost two thirds of our budget is provided by Government grants, meaning changes to the way services are delivered will be inevitable.

To prepare for the bigger cuts in grant expected from 2013/14, the Authority is continuing to consult the public and invite their views on how they make the reductions over the coming years whilst minimising the impact on frontline services. You can find details of ways to get in touch with us at the end of this document.



Cllr Jim Andrews said: “ We believe the financial plan for the next two years is viable but services will need to be organised in different ways – that is inevitable.

However, past efficiency savings as well as a budget under-spend last year mean our reserves are fairly healthy and we can draw on those to help protect frontline services. ”

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Our Achievements 2008-2011

Performance Achievements

Our recent performance continues previous trends of improving against a number of our Key Delivery Objectives. We hit seven of our eight targets for 2006-09, and have continued that trend of improvement since then. For example:

- We saw a **72 percent reduction in accidental dwelling fire injuries** in 2009/10 compared to 2006/07.
- Compared to other Metropolitan Fire and Rescue Services we had the lowest rate of accidental dwelling fires in 2009/10. Non-domestic property fires have reduced by 45 percent from 2007/08 to 2009/10.
- The number of Road Traffic Collisions (RTCs) we have attended has dropped significantly, a **19 percent reduction from 2007/08 to 2009/10**. For the first time since records began in 1979, no children were killed on South Yorkshire's roads during 2009. Deaths and injuries on the roads are also down overall.
- Malicious calls and false alarms caused by automatic fire detection equipment reduced significantly in the last three years, the former with a massive **70 percent reduction in 2009/10** compared to the previous year alone.

- Our prevention activities have been remarkably successful in reducing incidents of arson. There were 5,835 deliberately-started fires from April 2009 to March 2010 compared to 11,093 in the same period for 2007/08, a reduction of almost 50 percent.

For more detailed information regarding our performance against Key Delivery Objectives for the period of our previous plan, please visit <http://www.syfire.gov.uk/625.asp>





Rotherham Youth Offending Service has run a multi-agency learning programme with a different topic each week running for a 12-week period. SYFR staff deliver two sessions, 'hoax and arson' and 'fire safety', to young people, who are referred by case managers, to challenge their thinking, attitudes and behaviours. Of the young people who have attended the training, none have gone on to commit fire-related offences.

What else have we delivered?

- **Improved Home Safety Check (HSC) service** - working proactively to identify those most in need of the service. Over 89,000 visits to homes in South Yorkshire were made from April 2008 to December 2010.

SYFR's 2010 Christmas community safety campaign has been a massive success – with **no**body in South Yorkshire being killed in an accidental house fire in December for the first time in seven years. Statistics reveal there was a 28 percent drop in accidental house fires between Christmas and New Year compared to 2009.

- **New educational packages for schools** - our brochure of community safety and youth engagement programmes can be found on our website <http://www.syfire.gov.uk/1255.asp>.
- **A range of successful community safety campaigns** – last year's the 'Hangover from Hell' campaign was successful in reducing cooking and alcohol-related fires in student accommodations by around 80 per cent and the initiative was shortlisted for a national award. Our Christmas 2010 campaign helped to ensure that no one in South Yorkshire died in an accidental dwelling fire for the first time since 2003.

- Increased our **training capacity** – delivering 14,000 safety critical training days per year, in addition to enhanced realistic fire training.
- Introduced **Command Support Units** to provide specialist hardware for major incident command management.
- Strengthened our **business continuity arrangements** and processes for **managing partnerships**
- Continued to promote **equality and diversity** in the Service - SYFR has achieved Level 3 of the Equality Standard for Local Government, following an independent assessment.
- Continued to take into account the effect our activities have on the environment to **reduce our carbon footprint** (the negative effect we have on the environment).
- Increased **fire safety audits** in high risk premises by 10 per cent





Improved Assets

Dearne community fire station (above right) became operational in April 2010, accommodating our state-of-the-art technical rescue training facility. The station also features a community room for local residents to use for meetings and events. The building has been hailed as a showcase for green design, with a wealth of resource saving features including solar power, water recycling and biodiversity promotion.

A new wholtime community station at **Cudworth** (above left) was completed in June 2010. The station also features a community room for use by local residents.

The Cost of Fire

Every fire incurs a cost to local communities, whether that is through damage to property or the economic effect of deaths and injuries. In recent years, SYFR's prevention work has significantly reduced the number of fires across the county. By reducing fires, we are also reducing the environmental impact of damage to the natural habitat and carbon emissions.

Dwelling (House/Flat) fires

- Over the last five years we have carried out 141,146 Home Safety Checks.

- The number of dwelling fires fell from 1,231 in 2005/06 to 888 in 2009/10. Over the four-year period this equated to 582 less incidents.
- It has been estimated that an average dwelling fire costs £8,507¹. Based on the cumulative reduction in dwelling fires we have achieved since 2005/06, our prevention activities equate to a saving of approximately £4.95m.

Non-domestic (commercial) property fires

- The number of commercial property fires attended has reduced from 598 in 2005/06 to 276 in 2009/10. Over the 4-year period this equated to 665 less incidents attended.
- It has been estimated that the average cost of property damage at a commercial property fire is £33,624². Based on the cumulative reduction in commercial property fires we have achieved since 2005/06, our prevention activities equate to a potential saving of £22.36m.

Deliberate Secondary (Anti-Social Behaviour) Fires present a significant cost in terms of response

- With our partners at the Police and in Local Authorities, we have reduced these fires significantly. In 2005/06 there were 8,027 fires

attended, in 2009/10 this had reduced to 4,367. Over the four years this equated to a cumulative reduction of 4,748 incidents. Based on response cost estimates³, we have been able to divert resources which would have equated to approximately £9.35 million.

Director of Finance and Resources, Beverley Sandy, said: "We are delighted with our new purpose designed buildings. The facilities offer excellent bases for the firefighters who provide their communities with a first-class emergency response service. They not only offer considerable operational benefits and community facilities but their environmental features will greatly increase the sustainability of these important buildings for decades to come."

¹ Based on CLG's Ready Reckoner property damage costs (in 2007 prices)

² Based on CLG's Ready Reckoner (in 2007 prices)

³ Based on Response Cost of £1,970 from The Economic Cost of Fire: Estimates for 2004 (April 2006)

05

Our Service Plan - 2011-2013

Introduction

Our Service Plan is designed to improve public safety, save lives and reduce the number of emergency incidents. It sets our response standards based on local risk and shifts the focus in planning to put people first. This is achieved by looking at the risks arising from all fires, and other emergency incidents, and then evaluating the options for preventing, reducing and responding to them.

Factors to consider

To effectively plan how we are going to allocate our resources, we have thoroughly researched all the key factors which the plan needs to address:

- Our absolute commitment to continuing to **reduce fatalities & injuries**
- Our need to provide a full, effective and fast **response to life-threatening incidents**
- Our commitment to providing an appropriate level of **response to road traffic collisions**
- Driving down the number of **false alarms** we are called to, both through faulty alarm systems and hoax calls

- Providing an **appropriate level and arrangement of staffing** to cover the county's risks in an efficient and effective manner
- Providing **resources that are suitable for the job** they are needed for – whether that be a small fire or a specialist rescue
- **Understanding our communities** – so we can target our resources where they are most needed
- Thoroughly **researching any proposed changes** – we use advanced technology to tell us the likely impact on the public of any changes to our resource profile we are considering making

Temporary Chief Fire Officer Jamie Courtney:
 “Whatever level of funding is available to us, we will provide the best fire and rescue service we possibly can within that budget. We will never forget that, first and foremost, people rely on us at their time of need, and our emergency response role will always be our number one priority.”



The Current Risk Profile

The table below demonstrates that the number of incidents attended by South Yorkshire Fire and Rescue continues to decline for all the main incident types.

Main Incidents	2005/06	2006/07	2007/08	2008/09	2009/10
Dwelling Fires	1,231	1,225	1,225	1,004	886
Accidental Dwelling Fires	914	931	911	777	697
Fires in Non-Domestic Properties	598	539	504	408	276
Anti-Social Behaviour Fires	8,027	8,474	8,537	5,945	4,366
Road Traffic Collisions	1,151	1,143	1,056	991	867

Assistant Chief Fire Officer Mark Shaw: “Necessity is the mother of invention, and we will clearly need to think creatively within the new financial environment. Fortunately, we have a strong track record of innovation to improve our service, addressing areas from reducing false alarms to specialist rescues.”

Fire Risk

Deliberate fires account for over 75 percent of the fire incidents we attend. The majority of these are small anti-social behaviour fires, such as grass fires and refuse fires. Whilst we have achieved a significant reduction in the number of deliberate fires over the past few years, we recognise that we need to maintain the momentum in reducing the likelihood of the fires occurring.

From April 2005 to March 2010, South Yorkshire Fire and Rescue attended 49 fatal fires in which 56 people sadly lost their lives. Of the 49 fatal fires around 65 percent occurred in Accidental Dwelling Fires, i.e. fires in the home.

Our statistics show a steady and significant decline in fire-related injuries over the past five years.



Incident Type	2005/06	2006/07	2007/08	2008/09	2009/10
All Fires Fatalities	15	8	11	13	9
All Fires Injuries (ex Precautionary Incidents)	182	233	129	125	72
Accidental Dwelling Fire Fatalities	11	2	8	9	5
Accidental Dwelling Fires Injuries (ex Precautionary Incidents)	126	149	83	79	41
Road Traffic Collisions	1,151	1,143	1,056	991	867

The table above shows the fatalities and injuries in all fires and accidental dwelling fires over the last five years.

The factors which the evidence shows put people at a higher risk of being killed or injured in a fire include: being of an older age; cigarette and alcohol use; drug abuse; poor health; mental and/or physical impairment; living alone; and levels of social deprivation. SYFR continues to target those groups most at risk through our various prevention & protection schemes in order to help reduce the risk of fire.

Road Risks

SYFR attends more road traffic collisions than accidental dwelling fires. We recognise our responsibilities as key members of the local transport partnership and chair the Road Traffic Casualty Reduction Partnership,

and work closely with the partners to identify new preventative initiatives.

Understanding our Communities

Community intelligence is key to targeting our broad range of community safety prevention and protection activities. We have conducted a community needs assessment to better understand the diverse nature and needs of the communities we protect, and to appreciate not only the risks they face but also their service needs. This includes profiling information on our communities based on gender, age, disability, ethnicity, religion and sexual orientation. The needs assessment provides the local context on which our Service Plan is developed, in conjunction with our risk profiling and modelling work.



Priority 1

Targeted Prevention and Protection Activity

We are committed to educating communities and businesses so that preventable emergencies can be avoided. We will continue to work closely with the communities of South Yorkshire to ensure we are targeting our prevention work at those who need it most.

Desired outcomes:

- Reducing risk in our communities, particularly for the most vulnerable
- Reducing deaths and injuries

How we will achieve them:

Prevention work is vital to ensure the communities we serve are protected from the risks that cause emergencies. We will continue to improve our prevention activity by:

- Focusing on the needs of our communities to ensure that we deliver our prevention and protection services efficiently and effectively
- Working co-operatively with our employees and local communities to identify the most 'at-risk' areas and groups to target our efforts where they are most needed
- Working with our partners such as the Police, Councils and Health services so we add value to each others' work and don't duplicate it

- Targeting fire safety inspections and risk education through Home Safety Checks
- The education of key groups such as children and vulnerable adults.
- Working with the Local Resilience Forum to further develop emergency planning for major incidents

We will:

- Review existing Community Safety provision such as education packages – and decide where we should expand, change or cut-back on specific initiatives
- Consider how we can use our own resources more efficiently, and work smarter with partner agencies and the third sector
- Continue to provide fire safety advice to the public sector and business community
- Continue to develop strategic plans to protect industry, transport and essential services from major risks and emergencies



Temporary Chief Fire Officer Jamie Courtney says:
 “ We have a responsibility to do all we can to reduce fires and other risks to be community. We can never forget that every time we have to respond to an incident someone is suffering the loss or damage of their possessions, or a community is being blighted by arson. People in South Yorkshire are safer now than they have ever been but we want them to be even safer in the future. ”



Priority 2

Health and Safety

We promise to respond as effectively and as safely as possible to emergencies and other requests for assistance.

Desired outcomes:

- Reducing deaths and injuries to the public
- Reducing accident and injury rates to firefighters

How we will achieve them:

Protecting the health and safety of employees and members of the public who may be affected by our activities is an essential part of risk management. We recognise this by:

- Understanding and accepting our moral and legal responsibilities for health and safety
- Integrating good health and safety management into core business activities and decision making.

We will:

- Deliver an effective and realistic service enabling staff to take appropriate care of their own, their colleagues', and the public's health and safety;
- Produce and implement robust risk assessments which identify hazards, setting out control measures,

safe systems of work, equipment, competencies and training;

- Provide arrangements for monitoring health and safety performance, including learning from events and using information to improve performance; and
- Support arrangements for consultation with employees and their representatives.

Area Manager Dave Kiddy:

"Every time we respond to an emergency incident we are aware that we may be putting our staff and the public at risk. Not only have we put in place appropriate training programmes to mitigate these risks, we also monitor our performance on the incident ground to make sure we follow our procedures."

Operational Resources

Desired outcomes:

- Having the right levels of staffing resources in place to respond to community needs
- Having the right levels of physical resources in place to provide our operational response
- Providing an appropriate level of operational response for the incident we are attending

How we will achieve them:

We will continue to review and align our resources to ensure we provide the most effective response possible to the communities' needs. We commit to making the best use of available premises, vehicles, equipment and staff.





Staffing resources

The reduction in our budget means we need to review and reduce the number of staff we employ. To make these changes without impacting on our frontline delivery, we will need to develop more flexible and efficient approaches to the way we deliver our services.

We will:

- Consider and implement the most appropriate frontline staffing arrangements, taking into account our local needs
- In making these decisions, consider previous systems we have trialled, and best practice from other FRSS

Physical resources

We regularly analyse community risks to help us ensure our resources are allocated to reflect both present and future risks. Where risk profiles change, for example if a new housing estate or business premise is built, we review our service provision to ensure that we provide the necessary level of cover whilst providing value for money.

We will:

- Use our analysis to assess what, if any, changes we need to make to our fire station locations and facilities and allocation of

emergency response vehicles

- Consider and implement any changes necessary to the way we work with neighbouring FRSSs.



Operational response

We believe that critical (property and life threatening) incidents are a higher priority than secondary (small) fires. Whilst both incident types are decreasing, the number of secondary fires is still significant. Our historic, one-size-fits-all approach to emergency response, utilising traditional fire engines as the sole method of response to all incidents, has the potential to negatively affect our ability to respond to critical incidents.

It is important that we respond with an appropriate level of resources, both in terms of appliances and firefighters, to deal with an incident safely and efficiently.

We will:

- Where necessary, make changes to ensure that valuable resources are available for when they are most needed
- Assess the need for us to increase the range of our resources to provide greater specialism for the incidents they are attending, and make any changes necessary
- Continue to review our response standard and performance on the incident ground, to ensure we are providing the best possible emergency response to the people of South Yorkshire.





Priority 3

Human Resources

We highly value the skills and attributes of our workforce. The development of our staff is integral to our provision of high quality services.

Desired outcomes:

- Ensuring we fulfil our staffing needs to achieve our vision of working for a safer South Yorkshire
- Ensuring staff and the organisation are fully prepared for the inevitable changes over the coming years
- Endeavouring to ensure our staffing complement is representative of our local communities

How we will achieve them:

Our priorities will ensure continual improvement by focusing on the following key areas:

- Managing the Change Agenda
- Developing Talent
- Effective Performance
- Health and Wellbeing
- Equality, Diversity and Inclusion
- Consultation and Engagement

We will:

- Develop revised structures and innovative ways of working that will deliver affordability whilst continuing to reduce the risks to the public of South Yorkshire

Assistant Chief Officer Mark Shaw: "More than ever, we need to have a team of dedicated, professional and enthusiastic staff whom the public can rely on. These are difficult times which will affect everyone who works for us. But we must never forget we are a public service, and it is our people who deliver that service."

- Ensure that the people with the potential to lead the Service are recognised and developed to meet the challenges the future will present
- Enhance the level and form of safety critical training for all operational staff, ensuring our firefighters perform their core delivery role in a safe and effective manner at all times
- Design and introduce proactive interventions to help maintain staff health and wellbeing through the forthcoming major change programmes
- Continue to exceed our statutory obligations relating to equality and diversity by being recognised as a high achieving Fire and Rescue Authority
- Strive to ensure we have a workforce that is motivated to contribute to a culture that is founded on inclusion at all levels

Consultation and Engagement

We value input from our staff and our communities on the services we provide. We recognise that to engage the workforce and public will help us to better deliver a high quality service. The involvement of our staff, including representative bodies, and interested members of the public is critical to our success.

Desired outcomes:

- Maintaining and improving satisfaction, attitude and engagement scores in staff surveys
- Maintaining and improving reputation and engagement scores in public surveys

How we will achieve them:

By committing to a systematic process of two-way communication, consultation and engagement, we will give staff and the public the ability to respond to us with their views on a regular basis.

We will:

- Continue to improve our consultation with staff in all areas that affect our workforce, by ensuring they are engaged early in the development of new plans and ways of working.
- Strive to maintain healthy industrial relations.

- Continue to enable the public to have their say on the services we provide and our future plans.
- Keep seeking new and innovative ways of engaging hard-to-reach groups to enable all sections of the community to keep themselves safe.

Training and Development

We are continually looking to enhance the level of service we deliver by developing our staff and systems to deal with changing demands.

Desired outcomes:

- To continue to prioritise the delivery of risk-critical and other essential training to maintain a skilled and flexible workforce
- To provide training in the most efficient way
- To provide staff with the most appropriate training and development for their role

How we will achieve them:

We will constantly seek to develop and improve our training programmes, whether they be on station, at our central training facilities, or elsewhere, to match the skills our staff need to successfully undertake their role. We will respond to changes in operational practice, equipment and other challenges such as climate change by reviewing our training programmes.

We will:

- Develop the skills and capacity of all staff to meet the requirements of a modern fire and rescue service.
- Ensure that all emergency response staff are trained to professional standards and are fully aware of the risks they are required to face.
- Ensure maintenance of skills through a robust training, development and monitoring programme.
- Ensure that emergency response staff are led on the incident ground by Incident Commanders with the skill and experience necessary to resolve emergency incidents competently and safely.





Priority 4

Working Efficiently

In light of the significant funding cuts, we need to continually review the way in which we carry out work.

Desired outcome:

- Continuing to provide all our essential services in the most efficient and effective way

How we will achieve it:

A number of measures will be considered to reduce our costs and maximise our income, such as:

- Reviewing the way we deliver our support functions
- Reviewing our management structures
- Making appropriate capital investments
- Investigating collaborative opportunities
- Seeking to generate income

We will:

- Implement changes to the way we provide vital support services to enable us to fulfil our commitment to reduce administrative costs by an average of at least 25 percent by 2015
- Continue the implementation of a new operational management structure, which will save around £800,000 per year

- Ensure our assets, vehicles and equipment are maintained to a high standard
- Take advantage of the development of new technology
- Implement invest-to-save schemes to reduce our future costs
- Evaluate a number of shared services opportunities with our partners, including the sharing of our accommodation
- Explore options to generate increased revenues by seeking grants, providing professional services and facilities, advertising and sponsorship, and reviewing our costs and charges for non-emergency incidents

Performance and Accountability

The public has a right to expect high levels of performance and accountability from local government service providers. We have already substantially improved our performance management and governance arrangements. In the next two years we will be building upon these developments. We fully support the Government's transparency agenda, which encourages local authorities to make public data and information openly available.

Desired outcomes:

- Delivering transparent, value-for-money services

- Prudent and successful financial management arrangements
- Positive feedback from audit on our governance arrangements

How we will achieve them:

Governance & Performance - we will develop our governance arrangements to reflect the national changes designed to reduce the burden of reporting to central government.

Information and Data - SYFR was one of the first Fire and Rescue Services to comply with the Government's transparency agenda, publishing invoices for over £500 on our website on a monthly basis since September 2010. We will continue to comply with further transparency requirements.

Beverley Sandy, Director of Finance and Resources:

"Frontline services can only be provided if the right support services are available to back them up. We need skilled technicians to keep our vehicles on the road, to provide and maintain state of the art operational equipment, and professionally qualified staff to develop high quality and well-maintained buildings, improve our technology and ensure our financial and governance arrangements are robust. A first-class support service is essential to any Fire & Rescue Service."

06

Contact Us

Tell Us What You Think

We welcome feedback from the public, in relation to this Service Plan or any other issue to do with South Yorkshire Fire & Rescue.

Any comments can be directed to the Customer Care Manager by calling **0114 253 2209** or e-mailing **customer care@syfire.gov.uk**

Alternatively, write to this Freepost address:

**FREEPOST RRXC-YJUE-YCLE
South Yorkshire Fire & Rescue
197 Eyre Street
Sheffield
S1 3FG**

Find Out More

- South Yorkshire Fire and Rescue's website provides more information on our services to the community, our people and resources latest incidents and news, and much more. **www.syfire.gov.uk**
- To sign up for our free e-newsletter or make comments about the website, be involved in our public **consultation** work, call **0114 253 2353** or email: **press@syfire.gov.uk**
- Follow us on Twitter **www.twitter.com/syfr**
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Appendix A: **Action Plan**

This action plan provides detail of how we will implement the Service Plan in 2011-13. It is important to note that we will review each area to fully understand the financial implications, as well as the impact on risk.

We will review the following areas and implement any finding as appropriate:

COMMUNITY – Making People Safer by Working to Prevent Emergencies					
	Action Point	Responsible Director	Anticipated Improvement and Risk Reduction	Potential Efficiency Savings	Potential Funding Implications
1	Review existing Community Safety initiatives. Where appropriate, make changes to introduce new initiatives, amend or withdraw existing initiatives	Director of Service Delivery	Improved Community Safety. Reduction in emergency calls and incidents.	Potential for efficiencies by reviewing initiatives	It is anticipated the review will be completed within existing budgets. Funding for new initiatives will be dependant on each initiative. Business cases will include a full financial appraisal.
2	More targeted Home Safety Checks	Director of Service Delivery	Improved Community Safety. Reduction in dwelling fires, fatalities and injuries.	Potential for efficiencies through partnership working	It is anticipated this will be completed within existing budgets.
3	Civil Protection work, including planning for major emergencies and events	Director of Service Delivery	Supporting the prevention of major emergencies. Improved response should an incident occur.	None	It is anticipated this will be completed within existing budgets.
4	Use of volunteers and partner agencies to facilitate Community Safety activities	Director of Service Delivery	Improved delivery of Community Safety activities. More efficient use of resources.	None	Costs of training, equipment etc. The business case will include a full financial appraisal, should this progress.
5	Risk-based fire safety inspection programme	Director of Service Delivery	Improved protection activity. Reduction in emergency calls and incidents.	None	It is anticipated this will be completed within existing budgets.



OPERATIONS – Responding to Emergencies Effectively and Safely

	Action Point	Responsible Director	Anticipated Improvement and Risk Reduction	Potential Efficiency Savings	Potential Funding Implications
6	Review location of fire stations. Including the upgrading or consolidation of our existing buildings	Director of Service Delivery	More efficient use of resources whilst maintaining a high level of response to emergencies.	Savings in the non-pay budget	New capital funding will be required but offset by other capital receipts
7	Review all aspects of the provision of frontline fire appliances including specialist provision	Director of Service Delivery	More efficient use of resources without any adverse affect on service delivery.	Savings in the pay and non-pay budgets	It is anticipated this will be completed within existing budgets.
8	Subject to reciprocal interest, working more efficiently and effectively with neighbouring fire and rescue services	Director of Service Delivery	More efficient use of resources whilst maintaining a high level of response to emergencies.	Non-cashable efficiency savings	It is anticipated this will be completed within existing budgets.
9	Review the operational management structure	Director of Service Delivery	Reduced costs with no adverse affect on frontline services.	Savings in the pay budget	It is anticipated this will be completed within existing budgets.
10	Review all aspects of frontline staffing arrangements	Director of Service Delivery	More efficient use of resources with minimal impact on service delivery	Savings in the pay budget	It is anticipated this will be completed within existing budgets.
11	Review staffing levels in Control	Director of Service Delivery	More efficient use of resources whilst maintaining a high level of response to emergency calls.	Savings in the pay budget	It is anticipated this will be completed within existing budgets.
12	Review targets for speed and optimum resources of operational response according to incident type	Director of Service Delivery	The development of realistic performance measures and targets that support improved performance.	None	It is anticipated this will be completed within existing budgets.



PEOPLE – Valuing the People we Serve and Employ

	Action Point	Responsible Director	Anticipated Improvement and Risk Reduction	Potential Efficiency Savings	Potential Funding Implications
13	Review and implement the most efficient delivery method for risk-critical training	Director of Service Development	More efficient use of resources whilst maintaining a high standard of risk critical training.	Currently unknown	It is anticipated this will be completed within existing budgets.
14	Collaborative working with partners to deliver more cost-effective training	Director of Service Development	More efficient use of resources for the delivery of training.	Currently unknown	It is anticipated this will be completed within existing budgets.
15	The provision of specialist rescue training	Director of Service Development	More efficient use of resources whilst maintaining a high standard of specialist rescue training.	Currently unknown	It is anticipated this will be completed within existing budgets.
16	Support functions restructure	Director of Service Development/ Director of Finance & Resources	More efficient and effective use of resources. Minimise the effect on service delivery.	Savings in the pay budget	It is anticipated this will be completed within existing budgets.



FINANCE & RESOURCES – Maximising Efficiency by Making our Resources go Further
 (N.B. many of the above actions also serve to maximise our use of resources)

	Action Point	Responsible Director	Anticipated Improvement and Risk Reduction	Potential Efficiency Savings	Potential Funding Implications
17	Collaborative working with others to provide more cost effective provision of services	Director of Finance and Resources	More efficient use of resources for the delivery of services.	Savings in the pay and non pay budget	It is anticipated this will be completed within existing budgets.
18	Outsourcing, joint venture or private/ public services where a cost saving/benefit is identified	Director of Finance and Resources	More efficient use of resources for the delivery of services.	Savings in the pay and non pay budget	Pump priming funding may be required for these options but the expectation is that this will be offset by any savings.
19	Research the potential for income generation across a range of functions and services	Director of Finance and Resources	More efficient and effective use of our resources to assist in funding service delivery	Additional funding	Anticipated to generate revenue to support existing budgets.
20	Explore invest-to-save opportunities	Director of Finance and Resources	Improvements in technology and other efficiencies within a pay back period	Savings in pay and non-pay budgets	Pump priming investment required from FRA approved Invest to Save Fund
21	Maximising the use of our assets	Director of Finance and Resources	More efficient use of resources for the delivery of services	Savings in non-pay budgets	Pump priming funding for sharing arrangements or pilot projects may be required
22	Reducing the effect we have on the environment	Director of Finance and Resources	Delivery of energy reduction commitments and subsequent reductions in cost and CO2	Savings in non-pay budgets	Pump priming funding may be required but recouped within a pay back period



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