



South Yorkshire  
Fire & Rescue

WORKING FOR A SAFER  
SOUTH YORKSHIRE



# Strategic Plan 2013-2017



# Contents

	Foreword	4
	Area / Organisational Profile	6
	Our Resources and People	9
	Our Visions, Values and Priorities	10
	Our Service Priorities 2013-17	12
	Our Performance	14
	The Future	22
	Future Opportunities	36
	Our Services and Governance Arrangements	38
	How We will Track the Progress of this Strategy	40
	Next Steps and Contact Us	42
	Glossary	44
	Alternative Formats	46

## By the Chair of the Fire and Rescue Authority and the Chief Fire Officer



**Cllr. Jim Andrews**  
Chair of the Fire  
and Rescue Authority



**James Courtney**  
Chief Fire Officer  
and Chief Executive



We are pleased to present you with our Strategic Plan, which sets out South Yorkshire Fire and Rescue's priorities for 2013-17, and how we plan to deliver these. It provides the overall direction for the Service, informing our Operational Plan 2013-17 which is designed to be read in conjunction with this document.

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 public of South Yorkshire safe in their homes, workplaces and on our roads.

Due to the public sector austerity programme, Government funding cuts have reduced our budget by around £10m from 2011-15. Since then South Yorkshire Fire and Rescue has had to make tough decisions in order to manage the challenge we face. Significant work was undertaken to review our Service Delivery, and in March 2012 the Fire Authority approved a number of changes to enable us to realise savings going forwards. Whilst the changes implemented thus far have enabled us to reduce our costs in line with our new budget, there are still significant financial challenges to come, which will necessitate further changes to the way in which we deliver our services.

We also anticipate further cuts after 2015. We have done, and are continuing to do everything possible to make efficiencies in the 'back office' to protect the frontline as much as possible. To illustrate this, we produced a booklet, **["50 Ways We've Saved: Protecting The Frontline"](#)**.

Sir Ken Knight's report on Fire Service Efficiency published in May 2013<sup>1</sup> argued that the significant reduction in incident numbers nationally over the last 10 years has not been matched by a reduction in fire-fighter numbers, with a reduction of only 6% nationally during the same period. It suggests

---

<sup>1</sup> Facing the Future: Findings from the review of efficiencies and operations in fire and rescue authorities in England, Sir Ken Knight, May 2013. To view the report, please [click here](#).

that Services could save money and become more efficient by the greater use of retained crews, new shift patterns and mergers of Fire and Rescue Services.

In fact in South Yorkshire the number of incidents we attend has reduced by 52% between March 2002 and March 2012, and our fire-fighter numbers have reduced by almost 25%. We firmly believe that whilst we do need to become more efficient in the way we deliver our services, it is too simplistic to say that the reduction in incident numbers could be matched by a similar reduction in our resources and fire cover.

Sir Ken Knight's report highlights the continuing need to match resources to risk, and that approach hasn't changed since the Bain report was published in 2002. Fire and Rescue Authorities need to have a solid understanding of the risk in their area and make decisions based on that information, effectively prioritising and comparing risk. This remains the fundamental basis of our approach to making changes to service delivery that are necessitated by our reduced budget. Our 'Operational Plan' (or Integrated Risk Management Plan) re-iterates our commitment to attending life risk incidents as quickly and as safely as we can, and reflects the public's desire for us to continue to report our performance against a 6 minute attendance time to life threatening house fires. We share the public's concern that the significant performance achievements we have attained in past years may no longer be sustainable in light of these cuts, and anticipate that, combined with the economic situation and difficulties facing our communities, an increase in incidents such as anti-social behaviour fires and dwelling fires may result.

In light of this it is more important than ever that our prevention and protection work is the foundation of our activity, to stop fires and other emergencies from occurring in the first place.

Finally, 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 and work hard to prevent emergencies from happening in the first place. We will continue to respond effectively to emergencies when we are needed.

**Our primary aim for this plan is expressed by the aspiration of the Fire Authority:**

*"In 2012 we decided to restructure the service so that we had 21 fire stations and 27 rescue pumps. Despite severe additional cuts, our aim is to still have that same number in 2017. We have no plans to close any more stations or remove any further rescue pumps in the lifetime of this plan."*

**Cllr. Jim Andrews,**  
Chair of the Fire and Rescue Authority

# Area / Organisational Profile

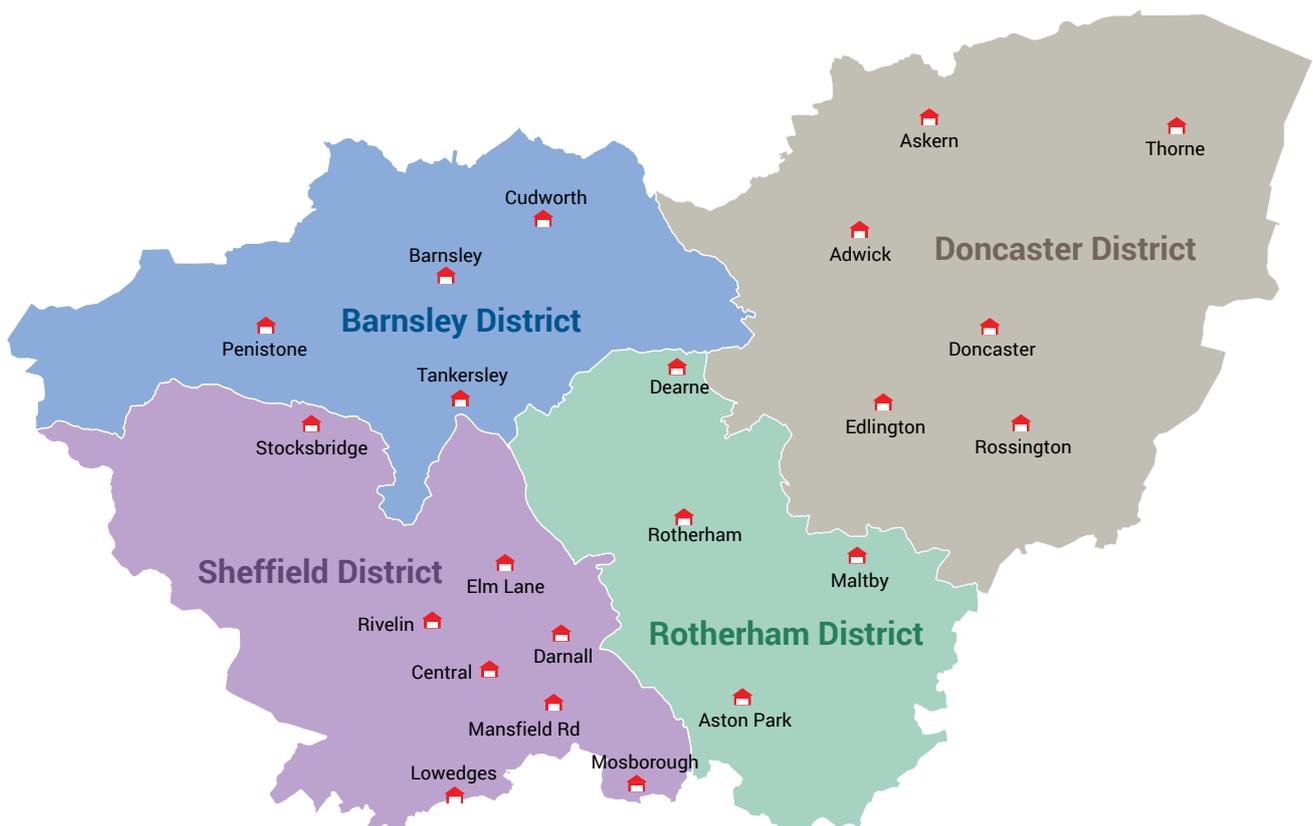
Part of our role as a Fire and Rescue Service is to protect the unique heritage, property and the people who live in and visit our region.

## Area and Context

South Yorkshire has a population of over 1.3 million and is made up of four metropolitan areas:

- Sheffield,
- Doncaster,
- Rotherham,
- Barnsley.

The area we cover and the location of our fire stations is shown below:



---

## Sheffield (population 557,382)

---

### Key Facts:

- Households: 239,083
- Area of 142 square miles
- M1 Motorway
- Fourth-largest city in England
- Major sporting venues including English Institute of Sport
- Major universities
- Meadowhall Shopping Centre

For more details on Sheffield visit the Council website at: [www.sheffield.gov.uk](http://www.sheffield.gov.uk)

---

## Rotherham (population 258,352)

---

### Key Facts:

- Households: 113,488
- Area of 110 square miles
- M1 Motorway
- Parkgate Shopping Centre
- Magna Science Adventure

For more details on Rotherham visit the Council website at: [www.rotherham.gov.uk](http://www.rotherham.gov.uk)

---

## Doncaster (population 302,739)

---

### Key Facts:

- Households: 131,556
- Area of 219 square miles
- M18 Motorway and A1(M)
- Robin Hood Airport
- Frenchgate Shopping Centre
- Doncaster Racecourse
- The Dome Leisure Centre

For more details on Doncaster visit the Council website at: [www.doncaster.gov.uk](http://www.doncaster.gov.uk)

---

## Barnsley (population 233,671)

---

### Key Facts:

- Households: 106,361
- Area of 127 square miles
- M1 Motorway, Dearne Valley Parkway (A630)
- Alhambra Shopping Centre
- Barnsley Civic Centre

For more details on Barnsley visit the Council website at: [www.barnsley.gov.uk](http://www.barnsley.gov.uk)

South Yorkshire Fire and Rescue (SYFR) provides emergency services to the whole of South Yorkshire, which covers an area of approximately 599 square miles, with a population<sup>2</sup> of 1,352,144. Within the area there are 590,488 households<sup>3</sup> and 39,318 business premises<sup>4</sup>.

More detailed information on our local area can be found in our [Operational Plan](#) and [Community Profile](#).

---

2 Source - ONS 2012 Mid Year Population Estimates

3 Source – CIPFA 2013-14 Council Tax Statistics - Data taken from Local Authority Council Tax Survey returns in October 2012

4 Source – Non-domestic properties, 2012 CIPFA Statistics



# Our Resources and People

Our resources are allocated on a risk-based approach, to address the county's needs for emergency response and preventing unnecessary emergencies. We respond to a large variety of incidents, including fires in property – dwelling and commercial buildings, fires in the open/ grassland, road traffic collisions, and other life risk incidents. We also undertake rescues such as lift releases and water rescue.

## **Our capabilities include:**

- Rescues from height, water and collapsed structures
- Bariatric rescues
- Animal rescues
- Dealing with hazardous materials such as chemicals
- Fire investigation

As at 31 March 2013, we employed over 1,000 staff responsible for operational fire and rescue duties, responding to emergencies, enforcing fire safety legislation, educating our communities in fire safety matters, and providing vital support services. Community Safety (CFS) and Technical Fire Safety (TFS) staff are based at locations throughout South Yorkshire.

## **We currently have the following number of posts on our establishment:**

**720** - Wholetime Fire-fighters

**113** - Retained Duty System Fire-fighters

**37** - Control Staff

**233** - Support Staff (this includes 37 CFS and 35 TFS staff)

SYFR's Training and Development Centre (TDC) is located in Handsworth, Sheffield. This provides specialist training for our staff and other organisations and features a Realistic Fire Training Building and Incident Command Suite. Additionally, there are support facilities at Rotherham for both service supplies and fleet maintenance. For details of our training centre please [click here](#).

We currently have 22 Fire Stations within South Yorkshire, comprising 17 whole-time stations and five wholly retained stations. Following approval of Service Delivery Changes in 2012, we are planning to build two new stations in Sheffield which will result in the closure of three existing stations. These are Mansfield Road, Darnall and Mosborough fire stations. These changes will bring our total number of stations to 21 by 2015. Further detail on these new builds can be found on our website. Please [click here](#).

We currently have 27 front line rescue pumps, three of which are CARPs with a high reach capability; and a fourth CARP currently operating as a spare appliance. We also have some specialist vehicles and equipment to enable us to respond effectively to incidents such as chemical spills and flooding. More information can be found on our website, including our latest fleet list. Please [click here](#).

Our Control Room is continually staffed to respond to emergency 999 calls. More details can be found on our website. Please [click here](#).

Details of our Service Structure can be found on our website. Please [click here](#).

# Our Vision, Values and Priorities

## The overarching aim for the period of this plan is:

*"In 2012 we decided to restructure the service so that we had 21 fire stations and 27 rescue pumps. Despite severe additional cuts, our aim is to still have that same number in 2017. We have no plans to close any more stations or remove any further rescue pumps in the lifetime of this plan."*

**Cllr. Jim Andrews,**  
Chair of the Fire and Rescue Authority

## Our Vision

*'Working for a Safer South Yorkshire'*

## Our Values



We have now adopted a set of core organisational values depicted by the acronym **PRIDE**.

These complement our Priorities, shown in the hose reel diagram on the following page, and have been informed by consultation feedback and discussions with a variety of staff groups. The staff groups produced a list of suggestions, which were distilled down to just five, which we believe capture the essence of our values.

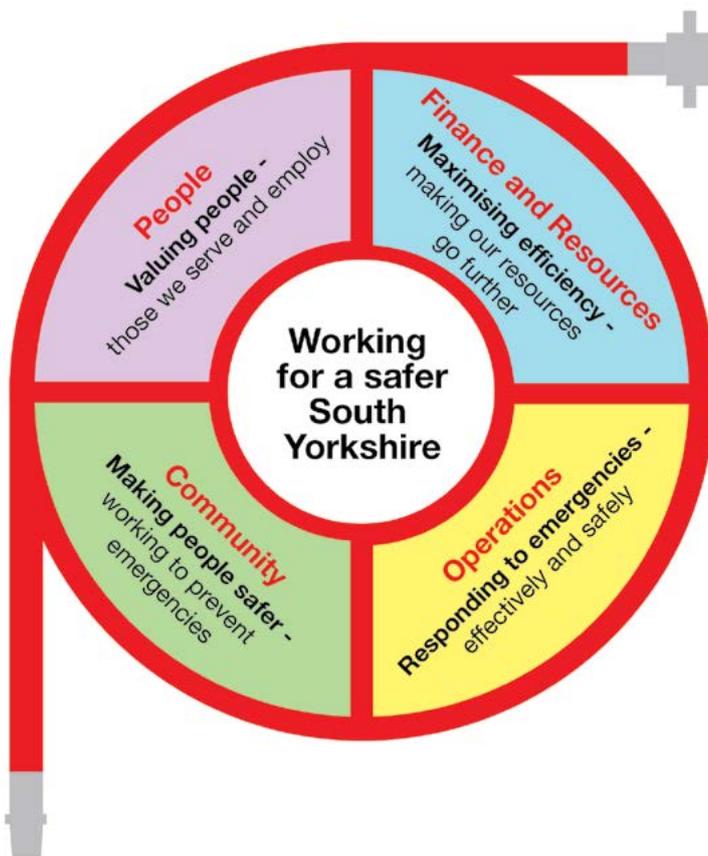
### Our new values are:

- Professional
- Reliable
- Inclusive
- Dedicated
- Efficient

Each member of staff plays a vital role in valuing people and ensuring our workplace is inclusive.

In 2012 we undertook a staff survey, and as part of our commitment to ensuring that we address the issues raised, we developed a 'common purpose' so that all staff within the organisation work together to produce positive changes in the workplace culture.

## Our Priorities



Our priorities were developed following consultation with staff and the public over the summer of 2010, along with input from officers and Elected Members.

These priorities continue to form the core of this Strategic Plan and the IRMP for 2013-17, and provide the framework by which we manage the Service, through business planning, performance management, measurement of outcomes and evaluation.

Our priorities are widely publicised and regularly reinforced within the Service. This ensures that all members of staff are aware of them and are able to take individual responsibility for their own contribution to the range and quality of the services that we provide, regardless of the specific role that they perform.

**The hose reel logo (left) shows our four priority areas.**

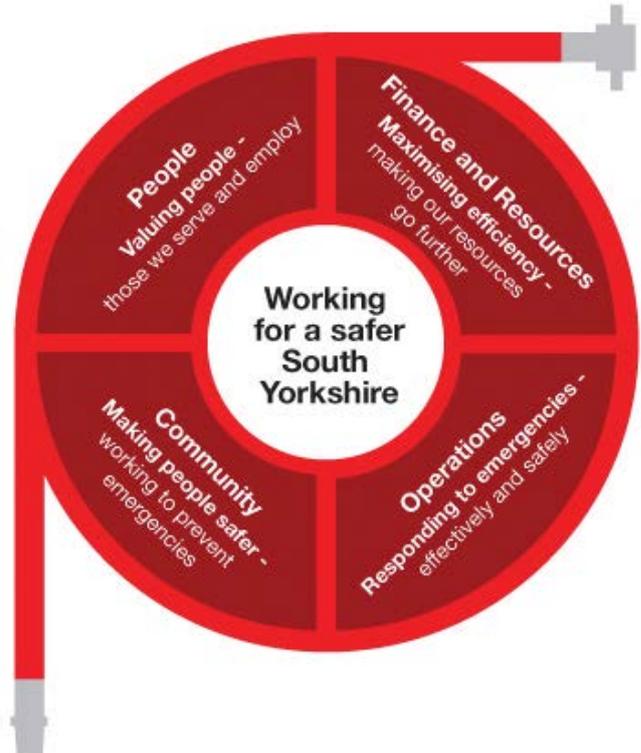
# Our Service Priorities 2013-17

## Introduction

Our Strategic Plan sets out our vision for the future of the Service, with the knowledge and expectation of further funding cuts to the entire public sector. To obtain the full picture of our priorities for 2013-2017, this plan should be read in conjunction with the following:

- **Operational Plan - The Operational Plan** is our Integrated Risk Management Plan (IRMP), which focuses planning around the needs of our communities. This is achieved by identifying the risks arising from fires and other emergency incidents, and using this information to inform how we prevent, reduce and respond to these incidents.
- It sets out seven key priorities for the period of the plan 2013-17, aligned to our four Service Priorities.
- **Community Fire Risk Model – The Risk Model** has been developed to identify the most at risk households in our community, and inform the targeting of our prevention activity.

These documents support the Strategic Plan.



## Key Commitments

We remain committed to the principles on which the Service Plan – 2011/13 was based (listed below) and delivering the best service we can with the budget available to us.

- Our absolute commitment to continuing to **reduce fatalities and injuries**
- Our need to provide a full, effective and timely **response to life-threatening incidents**
- Our commitment to providing an appropriate level of **response to road traffic incidents**
- Continuing to drive 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 technical rescue
- **Understanding our communities** – so we can target our resources where they are most needed
- Thoroughly researching any **proposed changes** using advanced technology to tell us the likely impact on the public of any changes to our resource profile we are considering making.

The reduction in our budget will inevitably mean significant changes in the way in which we operate given the resulting reduced resources.



FIRE

# Our Performance

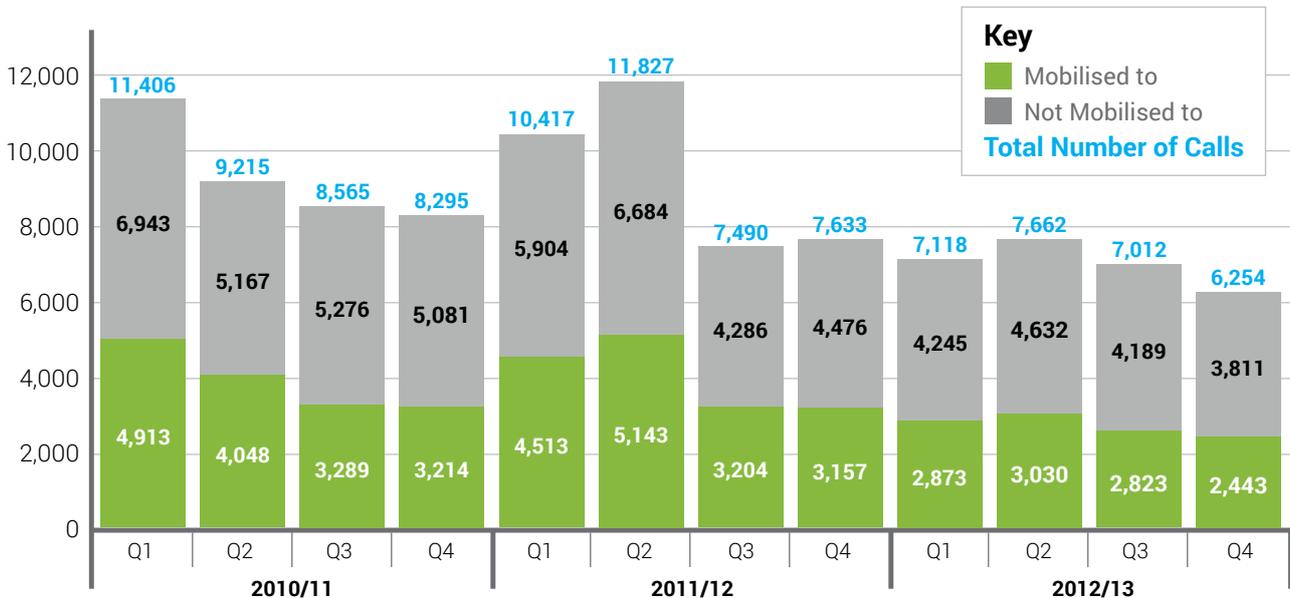
## Recent Performance Achievements

Despite the challenges we are committed to setting ourselves meaningful targets to continue to drive down the number of fires and RTCs and other emergencies we attend.

We have a [suite of performance measures](#) that we use to monitor how well we are doing, and these provide a measure of how well we are achieving our four main priorities.

During 2012/13 we continued to experience reductions in incident volumes and the number of fires we attend. Our prevention and protection activities remain core to the achievement of our performance measures, and our continual aim of reducing the likelihood and impact of fires and other emergencies.

### Total Number of Calls and Mobilisations by Quarter



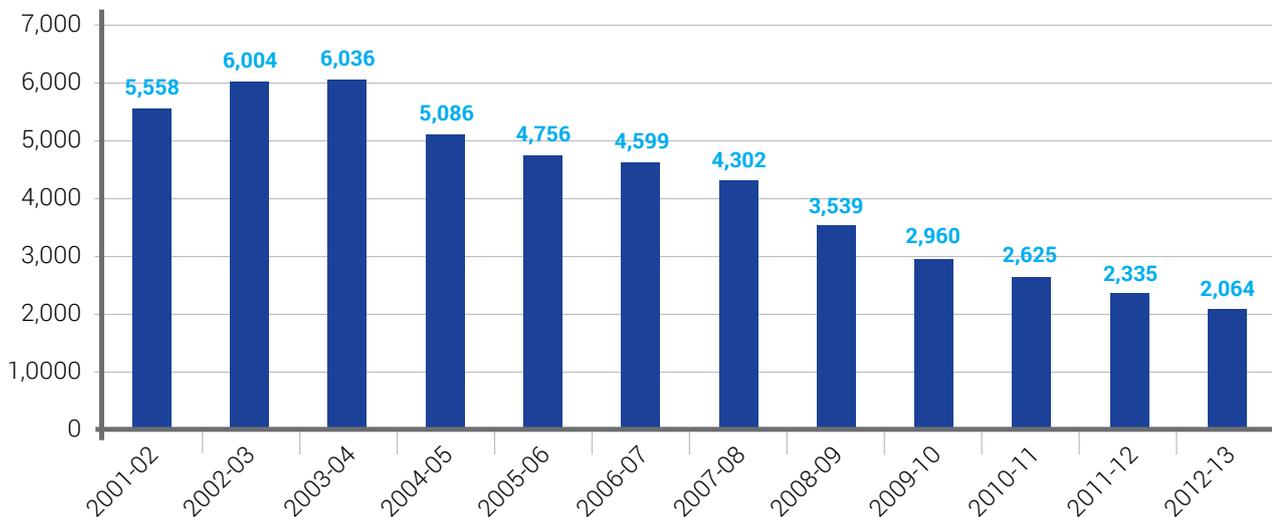
**Figure 1**

The total number of calls received has continued to fall in the last two years, as shown in Figure 1 above.

The number of fires affecting property continues to fall also. **In 2012/13 we experienced the lowest number of primary fires in 12 years.**

Figure 2 illustrates this reduction. The number of Primary Fires recorded in 2012/13 (2,064) is two thirds of that recorded at the peak in 2003/04. Since that peak there has been a year-on-year reduction of 11% on average.

## Number of Primary Fires



**Figure 2**

In 2012/13, we achieved our targets against 14 of our 19 Corporate Performance Measures, and of these, seven out of nine operational measures were below target.

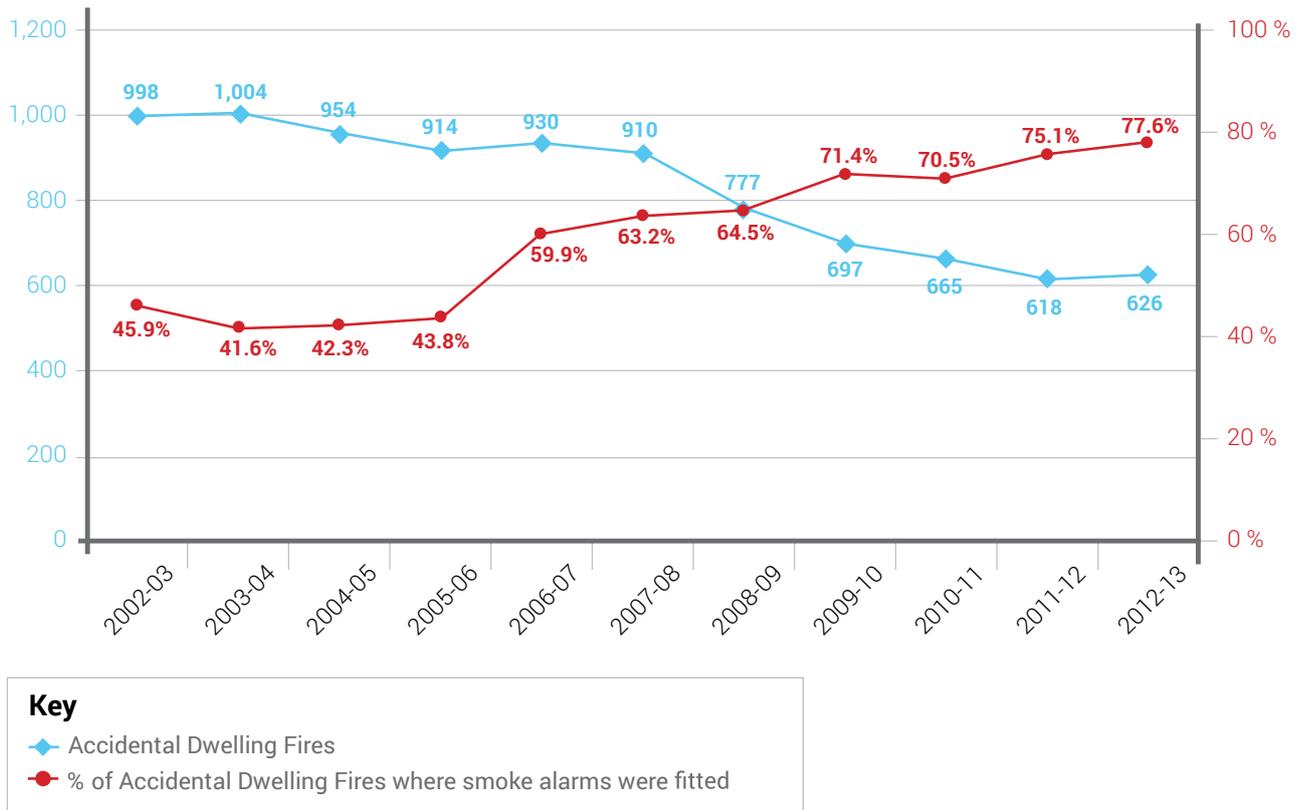
We set ourselves a particularly stretching target for reducing accidental dwelling fires, and for 2012/13 we failed to achieve this. We set a target of 616 accidental dwelling fires for the year, and we actually attended 626 accidental dwelling fire incidents. This is just 10 over our target.

The number of people injured or killed in accidental dwelling fires during 2012/13 was lower than the previous year, and within the target we set ourselves to reduce the impact of these types of fires.

**There were 46 casualties in house fires in 2012/13, compared to 72 in 2011/12. This is the lowest number in 11 years.**

Our prevention work is key to bringing down these numbers, by undertaking home safety checks and installing fire alarms in people's homes, particularly focusing on vulnerable people, to educating our communities through road shows and demonstrations and through our school's education programme. We also work with our partners such as local councils, South Yorkshire Police, and health services in joint initiatives such as RTC reduction. Our [Community Safety and Inclusion Strategy](#) provides more information on our work in this area.

## Comparison of Accidental Dwelling Fires and Smoke Alarm Fitment



**Figure 3**

Figure 3 illustrates how the numbers of accidental dwelling fires have reduced over the past eleven years, whilst over the same period, the number of smoke alarms fitted at these incidents has increased. It demonstrates that we are increasing smoke alarm ownership in South Yorkshire, in those properties that are more at risk of fire. The increase in fire alarm ownership means that occupants are more likely to be alerted when a fire occurs, which helps to reduce deaths, injuries and fire spread. Further detail of our performance is contained in the [Annual Performance Report](#).

Over the past 12 months we have maintained our good performance. However, we have not done anything yet that substantially affects the delivery of our front line service, although we have already made significant savings in other areas. These are outlined in our document '[50 ways we've saved](#)'.

The level of financial cuts that we face over the next four years means that we do not believe that we can sustain this standard of performance going forwards. We recognise that we are going to have to make significant changes to the way in which we deliver our service in the future. This will inevitably impact on our capacity, and the downward trend in incident volumes may level off and then slowly increase over time. Whilst the negative impact may not be seen in the immediate future, we will monitor our performance closely and mitigate the impact where achievable and affordable.

# Benchmarking

**We regularly benchmark and compare ourselves to the other metropolitan fire and rescue services, these being:**

- Greater Manchester
- Merseyside
- Tyne and Wear
- West Midlands
- West Yorkshire

A **benchmarking report** which compares SYFR's performance with the other metropolitan fire and rescue services is submitted annually to the Fire and Rescue Authority. The report presents an overview of those datasets available for comparison. It compares against demographic information, current performance measures and resources.

## Our Profile

**Of the metropolitan fire and rescue services, we have:**

- the second largest geographic area to cover
- the largest average geographic area covered per station
- the highest number of people covered by each operational appliance
- the lowest number of wholtime fire stations per 100,000 population, compared to the other metropolitan fire and rescue services
- the greatest head of population per operational appliance. Merseyside Fire and Rescue, which covers a similar sized population to South Yorkshire, has almost 62% more operational appliances, and as a consequence has the highest number of operational appliances per head of population.

# Metropolitan Fire & Rescue Services Comparison

	South Yorkshire	Merseyside	Greater Manchester	Tyne and Wear	West Midlands	West Yorkshire
<b>Population*<sup>1</sup></b>	1,343,900	1,380,800	2,685,400	1,104,100	2,739,700	2,227,400
<b>Area - Square Kilometers (Sq. Km)*<sup>2</sup></b>	1,552	645	1,276	538	902	2,029
<b>Population per Sq. Km</b>	866	2,141	2,105	2,052	3,037	1,098
<b>Number of Wholtime (W/T) Stations*<sup>3</sup></b>	17	26	40	16	39	34
<b>Number of Retained (RDS) Stations*<sup>3</sup></b>	5	0	1	1	0	13
<b>W/T Stations per 100,000 Population</b>	1.26	1.88	1.49	1.45	1.42	1.53
<b>W/T / RDS Stations per 100,000 Population</b>	1.64	1.88	1.53	1.54	1.42	2.11
<b>Average no. of Sq. Kms covered by each Station</b>	70.55	24.81	31.12	31.65	23.13	43.17
<b>Operational Appliances*<sup>3</sup></b>	37	59	81	44	82	78
<b>Head of Population per Operational Appliance</b>	36,322	23,403	33,153	25,093	33,412	28,556

**Table 1**

\*1 – ONS Mid 2011 Population Estimates,

\*2 – CIPFA Statistics 2012,

\*3 – CLG Operational Statistics Bulletin 2011/12.

**Rank**



Lowest to Highest

Our size and geography makes us similar to some of the county, unitary and combined fire and rescue services, for example, Surrey and Nottinghamshire, although we still have less resources in some areas.

We plan to review our approach to benchmarking to identify the most appropriate services to compare ourselves to, making use of the new online tool 'LG Inform' which will soon be available to Fire and Rescue Services as a comparison tool against a wide range of indicators. This tool will be available for the public to use from November 2013. More information can be found on the [Local Government Association website](#).

# Performance Benchmarking Comparisons for 2011/12

Table 2 compares our performance to that of the other metropolitan fire and rescue services for 2011/12. For six out of the nine performance measures we are one of the best performers out of the metropolitan brigades.

Despite our stretched resources, our performance in areas such as the number of primary fires and accidental dwelling fires is stronger than the other Metropolitan services.

	South Yorkshire	Merseyside	Greater Manchester	Tyne and Wear	West Midlands	West Yorkshire
<b>No. of Primary Fires per 100,000 Population</b>	175.79	233.78	175.90	184.20	227.50	164.39
<b>No. of Accidental Dwelling Fire per 10000 Dwellings</b>	11.11	18.84	18.61	12.19	15.33	12.05
<b>No. of Primary Fires in Non-Domestic Properties per 1,000 Non-Domestic Properties</b>	8.06	10.89	8.97	7.47	8.46	6.34
<b>No. of Fire Deaths per 100,000 Population</b>	0.38	0.37	0.18	0.68	0.69	0.22
<b>No. of Fire Injuries per 100,000 Population</b>	4.37	9.68	16.00	2.94	11.30	9.07
<b>No. of Primary Arson Incidents per 10,000 Population</b>	7.91	9.73	7.62	6.76	8.74	7.01
<b>No. of Secondary Arson Incidents per 10,000 Population</b>	38.24	44.65	46.56	34.33	31.14	31.77
<b>No. of False Alarms caused by Automatic Fire Detection in Non-Domestic Properties per 1,000 non-domestic properties</b>	43.90	45.21	94.17	164.71	68.06	109.81
<b>No. of RTCs attended per 100,000 Population</b>	29.13	37.31	N/Av	81.65	29.41	38.85

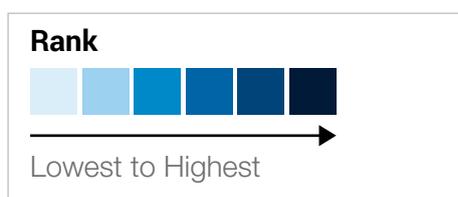
**Table 2**

Data Source: CLG – Fire Statistics Monitor for 2011/12

The annual benchmarking reports can be viewed by clicking on the following links:

[Benchmarking Report – September 2012](#)

[Benchmarking Report – September 2013](#)



# Our Risk Profile

Our Operational Plan (IRMP) identifies the risk in South Yorkshire and sets out how we plan our service delivery in response to that risk. We have developed a dwelling fire risk model which will be used to target our community fire safety activity and enable us to find those people who are at most risk from fire.

More information can be found in our [Operational Plan](#), and in our [Community Fire Risk Model](#).

# Our Response Times

Whilst we have not, despite our best endeavours, been able to meet our very challenging response time target of attending 80% of life threatening incidents within six minutes, this has not affected our performance in relation to keeping people safe. People in South Yorkshire are safer than ever before, with injuries and deaths from fires and road traffic collisions falling dramatically over the last ten years.

We will always strive to respond to life-threatening incidents as quickly and as safely as possible. However, given that we have never achieved our six minute target, and considering that the extent of Government funding cuts means our frontline service is changing, we must be realistic about what we can achieve in the future.

# Consultation

This Plan was adopted by the Authority after a total of 22 weeks of consultation – 13 weeks during its development phase, and a further nine weeks in final draft form.

The public element of the consultation focused on people’s emergency response time expectations. In 2006 we adopted a target of responding to 80% of life-threatening incidents within six minutes, but had never achieved it. We gave people various options about changing this target, and the response from the public was that they felt we don’t need a response time target, because people trust the Fire Service to respond as quickly as possible. However, our staff felt that we still needed a measure of the impact of Government cuts on our emergency service. So we no longer have a target response time, but will continue to publish our performance for information purposes.

## **We consulted a wide range of stakeholders over this plan:**

- Staff and trade unions
- South Yorkshire MPs, local Councillors and Town/Parish Councils
- South Yorkshire Local Authorities, South Yorkshire Police and Yorkshire Ambulance Service
- Neighbouring Fire and Rescue Services
- Local Chambers of Commerce
- Local community organisations
- The general public

We did some additional consultation with our staff about the development of a firefighter’s role.

## **Some feedback from the Watch Consultation sessions included:**

*“No matter what the role of a fire-fighter is, a fire-fighter wants to save life”*

*“Co-responding was viewed as a positive step forward and in line with their skills and perceived role in the community”*

*“The watch were very positive towards taking on other roles and responsibilities and used co-responding as a good example. Some commented we should go further and provide paramedics on appliances”*



# The Future

## Challenges

In December 2012, the Government commissioned Sir Ken Knight CBE QFSM FIFireE to undertake a review of efficiencies and operations in fire and rescue authorities in England. The resulting report 'FACING THE FUTURE' was published in May 2013.

The report highlighted the massive reduction in emergency incidents in the last decade, particularly in all types of fires and recognised the pivotal role that fire and rescue authorities have played in this. The changing role of the fire service from one that was predominantly emergency response to one of reducing risk was also acknowledged. However, Sir Ken noted that despite the significant reduction in incidents and changing roles within the fire service nationally, there has been 'no similar significant change in the makeup or cost of the service'.

South Yorkshire has already made good progress in adapting to our changing role and operating with a reducing budget. Since 1980 we have reduced the number of whole-time personnel by 40%. In the last 10 years the number of whole-time personnel has been reduced from 914 to 687, 25%. As part of this downsizing, we have removed four senior manager posts (over a quarter of the total posts) since 2010, one at director level. Our senior management team has reduced from 15 to 11, saving around £370,000 per year.

However, like all fire and rescue services we will need to make further changes to the way in which we deliver our service and will need to be able to justify our spending. If fire and rescue services do not exploit the opportunities available to them to transform their service, it is likely that the changes will be imposed at a national level.

We expect the period of austerity to continue for at least four years and that further cuts are inevitable. This will result in changes to our Service Delivery and how we perform.

## Service Delivery Changes 2013 Update

All the elements of the Service Delivery Changes agreed by the Fire Authority on 26 March 2012 have been, or are in the process of being implemented, with one exception - the introduction of Close Proximity Crewing (CPC) stations. The lack of progress in introducing these stations, which would have maintained whole-time cover at lower activity level stations by changing the way they are crewed, has partly been due to the lack of clarity regarding the pension arrangements that would apply. This negatively affects the sustainability of introducing this crewing system at this time.

We had anticipated that we would introduce Close Proximity Crewing at up to six single pump stations, saving approximately £400,000 per station. We also anticipated that the new Birley Fire station would operate the CPC model, providing whole-time fire cover at little additional cost to the retained crewing arrangements currently in place at Mosborough.

As a consequence the anticipated savings as a result of this change will not be realised, unless an alternative is found. Viable alternatives would be the closure of one whole-time station and replacement with a Retained Duty System (RDS), or turning two whole-time stations into day crewed stations, i.e. whole-time during the day and RDS at night.

There is an inextricable link between detection of a fire, response times and survivability, and officers are of the professional opinion that wherever possible, whilst recognising that future budgetary provision may not support this, an immediate response should be maintained at those stations that currently provide that provision.

## Our Future Resources

*"In 2012 we decided to restructure the service so that we had 21 fire stations and 27 rescue pumps. Despite severe additional cuts, our aim is to still have that same number in 2017. We have no plans to close any more stations or remove any further rescue pumps in the lifetime of this plan."*

**Cllr. Jim Andrews**

Chair of the Fire and Rescue Authority

In stating this aim, it is recognised that it will not be possible to maintain an immediate response from all of our current whole-time fleet of rescue pumps. However it is our intention to focus on the performance of our first pump attendance, and to achieve this by retaining 24x7 cover on single pump stations.

## Future Service Delivery

The Fire Authority and officers have spent significant time considering various options in terms of how we can deliver our service in the future and work within the constraints of our diminishing budget. During this process, the aspiration and vision for 2017 has been to retain, where possible, the same level of first response, but to provide this in a more efficient way.

It should be noted that the proposals presented in this plan are the worst case planning scenario based on current intelligence. Should the financial situation improve, it would be the Fire Authority's and Principal Officers' intention to bring modified proposals that would 'soften' the impact of the cuts on our service.

However, the continuing challenge to the Service is clear; we must be as effective as we possibly can be, at the same time as delivering the efficiencies demanded by Central Government.

**In order to continue to deliver a competent and safe workforce, community intervention and risk management, all of which have been delivered successfully over the last 10 years, the service has had to look at how and where it deploys its primary asset, its staff.**

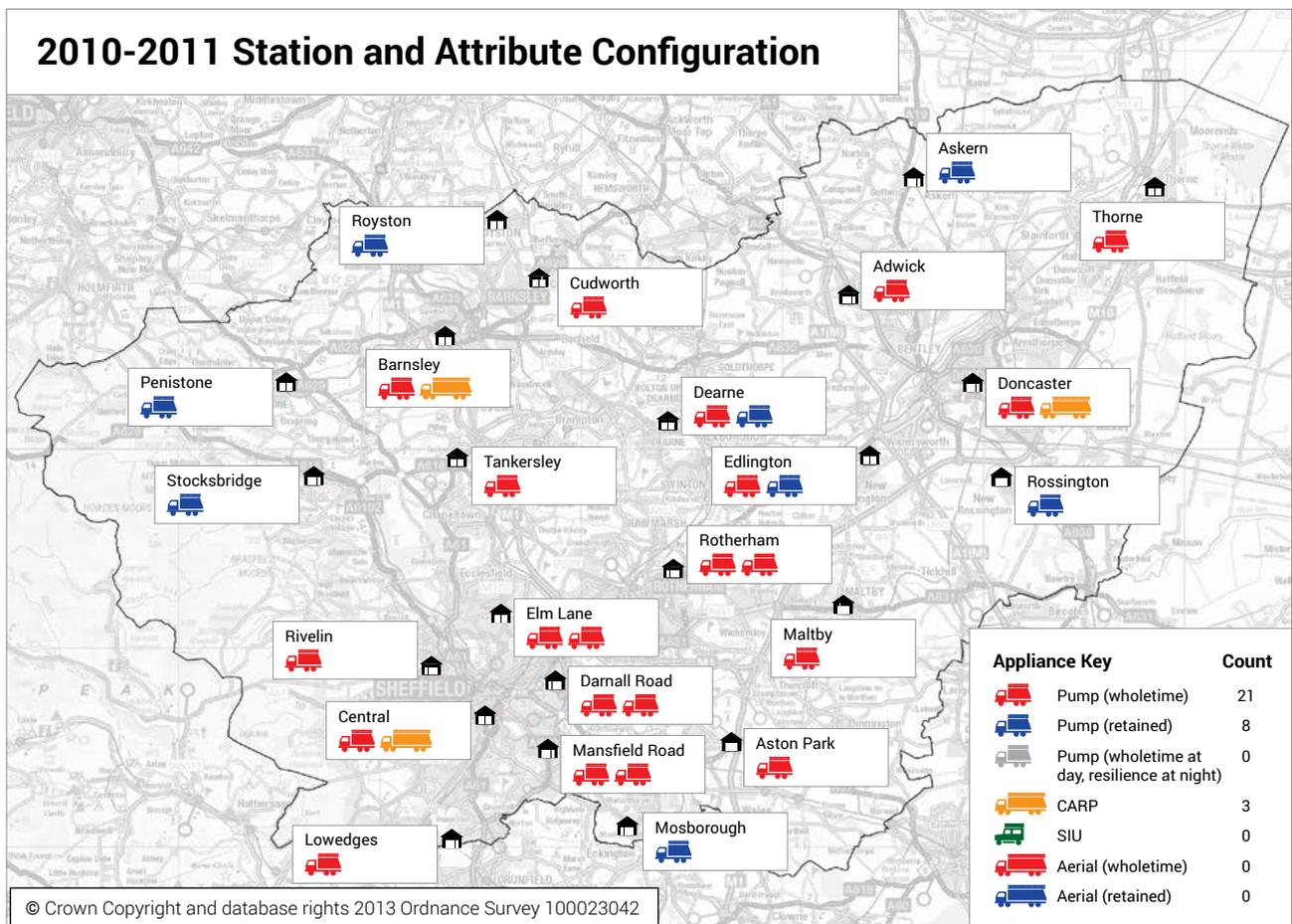
SYFR has in the past supported an establishment that allows for sickness absence, leave and training capacity to be held on each watch, together with a stated intent to maintain five fire-fighters on all 'first turn' appliances. Unfortunately it is not realistic to expect to guarantee this situation in the future. First-turn refers to the first appliance mobilised to an incident.

Equally, the continuing position of maintaining 'multi-pump' stations, stations with two whole-time staffed appliances available 24x7, is a system that cannot be supported if the alternative is to reduce single pump whole-time stations to RDS stations, which would compromise fire cover and response times.

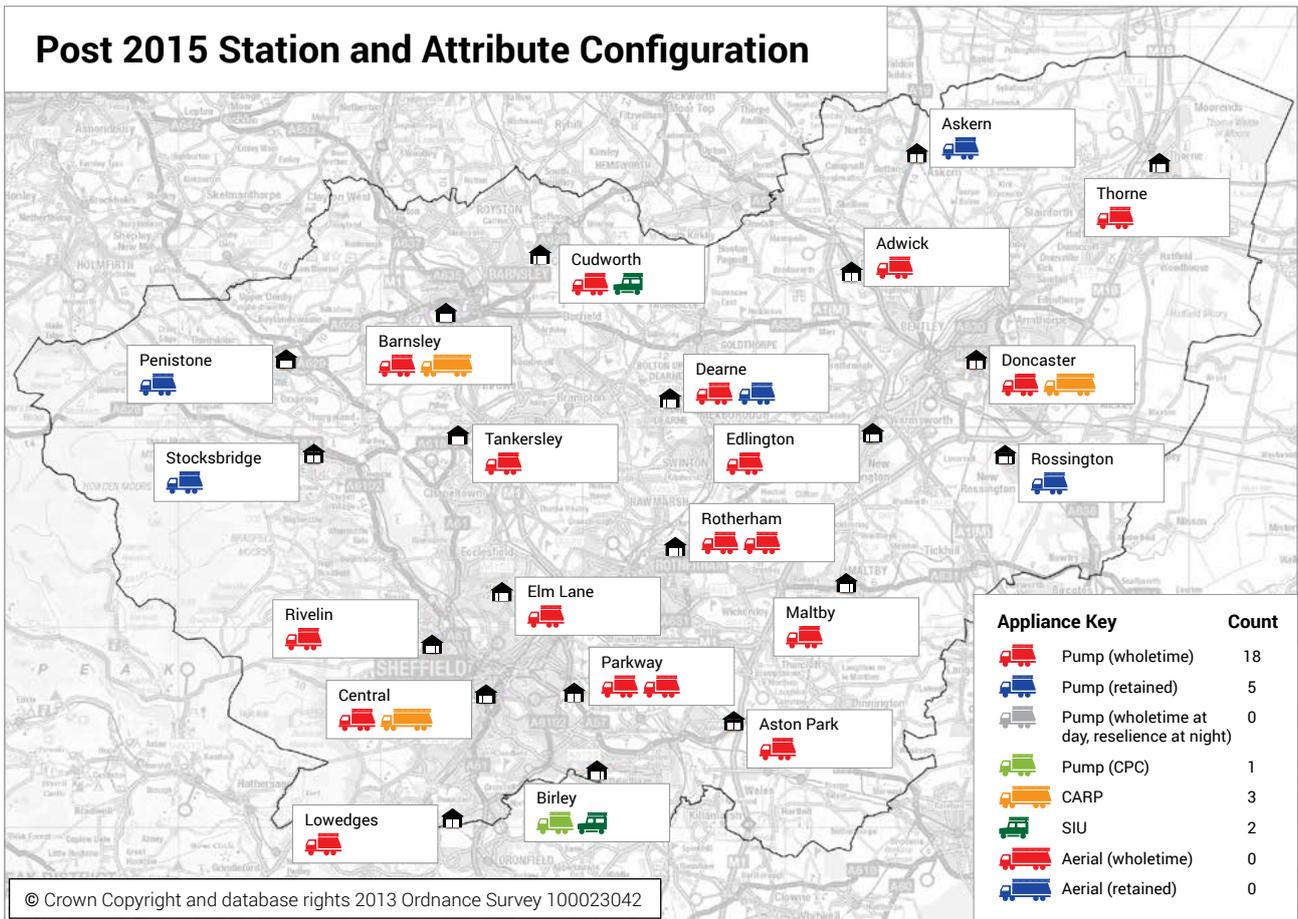
**Given this context, our plan for future service delivery comprises:**

- All SYFR's current two pump whole-time stations continue to be two pump stations, however the second pump will be resilience crewed overnight; the exception being Sheffield Central station, which will maintain two rescue pumps on a whole-time basis.
- Removal of the four Combined Aerial Rescue Pumps (CARPs) from service and the introduction of four rescue pumps to replace them, and an additional investment in two aerial appliances, one crewed by whole-time staff 24x7 and one crewed on a RDS basis.
- Acknowledgement that riding five on a rescue pump would be the stated intent; however, four would be the accepted absolute minimum.
- The new station build at Birley will be a Close Proximity Crewed station, as originally planned.

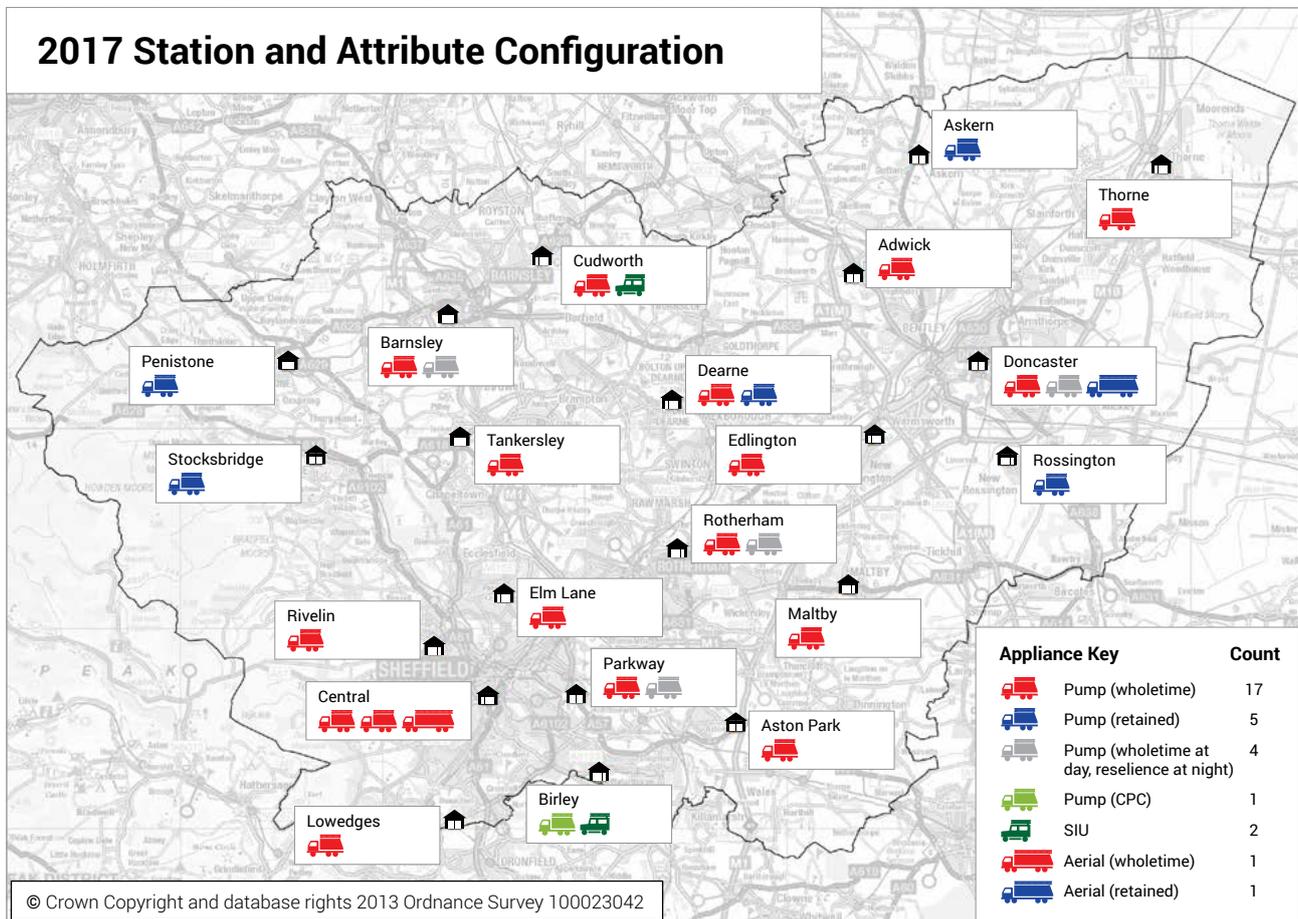
The maps on the following pages show the changes from the current station and attribute configuration, to the post IRMP 2010/13 configuration to the proposed 2017 configuration.



## Post 2015 Station and Attribute Configuration



## 2017 Station and Attribute Configuration



# How We Would Achieve This

The second pumps on multi-pump stations will become the organisation's resilience appliances; they will be available during the day on a whole-time crewed basis, but on a retained duty system overnight.

This means that overnight the staff would be at home rather than on the station, and called in to crew the appliance when needed. For instance in the event of a significant multi-pump incident occurring. This would be a proactive mobilisation, i.e. the resilience crew would be called in, in anticipation of further incidents occurring. These appliances would also be used to facilitate training during the day, as per current practice.

In order to make these changes there will inevitably be changes in the way that stations are staffed.

## **The establishment for the resilience appliances can be achieved in three ways:**

- a. Traditional 'day crewing' route by providing an addition to the operational establishment, two watches of 20 fire-fighters, self reliant for leave and staffing four resilience appliances a day for training purposes, thereafter providing RDS cover overnight, possibly on a 15 minute turn in.
- b. By the use of 'dual contract' staff to provide additional shifts on their middle two days and then RDS cover overnight.
- c. Having a larger establishment on each of the four watches with staff periodically rotating on to four days, rather than two days and two nights

With the exception of Central station, all station establishments would be reduced to 24 personnel, i.e. six per watch (seven for Heavy Rescue Pumps and Swift Water Rescue Pumps). The expectation would be that the watch is self reliant for the purposes of programmed leave and sickness.

Current levels of sickness require an additional six operational staff per watch, and for non-programmed leave a further number. This capacity would remain on watch; local management would ensure availability on a station by station basis as opposed to the current 'global' staff arrangements where personnel move stations to provide cover.

The mobilisation of appliances to life threatening property fires would increase to three appliances to ensure the minimum attendance of nine fire-fighters in the event of appliances being crewed at the minimum of four riders. Currently approximately 50% of incidents in domestic properties are cooking related; the expectation is that the third appliance would be released early in such circumstances.

**The deployment of three appliances to life threatening property fires would actually enhance our resources available at incidents, by providing a minimum of 12 fire-fighters on three appliances rather than a maximum of 10 fire-fighters on two appliances.**

These proposals will be implemented in a phased approach between now and 2017, in line with the retirement profile. The reduction in fire-fighter numbers will therefore be achieved through 'natural wastage', and not redundancy.

## **Anticipated Savings as a result of the Changes**

We anticipate that the proposed changes will result in a saving of approximately £3.82m by 2017.

## **Analysis of the Impact of the Proposed Changes**

In order to assess the impact of these proposed changes, we have undertaken statistical analysis and predictive modelling to determine how response times to life threatening incidents are likely to be affected.

It is inevitable that with a reduction in our annual budget of £12.2m, service delivery will be impacted. We anticipate that performance in attending life threatening incidents will deteriorate

as a result of the changes above, however the impact will be mitigated through the introduction of mobilisation policies such as pre-alerting to enable quicker mobilisation of pumps, and using the resilience pumps as standbys on the two pump stations when the 'base' appliances are committed to an incident for a period of time.

We would still anticipate the first pump arriving within 9 minutes in 80% of occasions, which is in line with our current performance.

Overall county wide first appliance performance to dwelling fire incidents is predicted to reduce by 4.6% in the 2017 model compared to our current predicted performance in 2013. Pre-alerting may provide a further improvement in addition to this.

Our performance to dwelling fire incidents would be impacted more greatly than our response to road traffic collisions, however we are able to provide a quicker response to dwelling fires due to the fact that many of our fire stations were originally built based on property risk and population density.

## **Stronger Safer Communities Reserve**

To mitigate the impact of these changes, South Yorkshire Fire and Rescue Authority has set aside £2m from general reserves to further support work in the area of community safety.

The Reserve seeks to compliment the valuable work already taking place and ensure the Authority and Service continues to support, not only its own strategic objectives, but those of partners in the wider sub-region. We understand that our prevention work is most effective when carried out in partnership and where we engage effectively with local communities to ensure our messages have an impact, and ultimately change behaviours.

The focus for the reserve is community safety, and the most vulnerable in society remain an absolute priority.

The reserve will be available for partnership working with agencies and community partners, in order to undertake projects or initiatives which support the key objectives we have set out for the reserve.



SCANIA  
FIRE

Emergency 9110

P310

YN07 PLU

# The Future, Station by Station Detail

Key	
	Pump (wholetime)
	Pump (retained)
	Pump (wholetime at day, resilience at night)
	Pump (Close Proximity Crewed)
	Combined Aerial Rescue Pump
	Small Incident Unit
	Aerial (wholetime)
	Aerial (retained)
	Firefighter (wholetime)
	Firefighter (on call)
	Firefighter (Close Proximity Crewed)
	Station Number for internal use

## Sheffield District: Station resources

2013	2017 – Proposed resources	
Day & Night	Day	Night
<p><b>13 Central</b> 🏠 (Wholetime)</p> <p>Appliances</p>  <p>Operational personnel (available per watch)</p> 	<p><b>13 Central</b> 🏠 (Wholetime)</p> <p>Appliances</p>  <p>Operational personnel (available for duty)</p> 	<p>Appliances</p>  <p>Operational personnel (available for duty)</p> 
<p><b>14 Rivelin</b> 🏠 (Wholetime)</p> <p>Appliances</p>  <p>Operational personnel (available per watch)</p> 	<p><b>14 Rivelin</b> 🏠 (Wholetime)</p> <p>Appliances</p>  <p>Operational personnel (available for duty)</p> 	<p>Appliances</p>  <p>Operational personnel (available for duty)</p> 
<p><b>15 Lowedges</b> 🏠 (Wholetime)</p> <p>Appliances</p>  <p>Operational personnel (available per watch)</p> 	<p><b>15 Lowedges</b> 🏠 (Wholetime)</p> <p>Appliances</p>  <p>Operational personnel (available for duty)</p> 	<p>Appliances</p>  <p>Operational personnel (available for duty)</p> 
<p><b>17 Stocksbridge</b> 🏠 (Retained)</p> <p>Appliances</p>  <p>Operational personnel (available per watch)</p> 	<p><b>17 Stocksbridge</b> 🏠 (Retained)</p> <p>Appliances</p>  <p>Operational personnel (available for duty)</p> 	<p>Appliances</p>  <p>Operational personnel (available for duty)</p> 

# Sheffield District: Station resources (cont.)

2013	2017 – Proposed resources	
<p><b>Day &amp; Night</b></p> <p><b>24 Elm Lane</b> 🏠 (Wholetime) Appliances  Operational personnel (available per watch) </p>	<p><b>Day</b></p> <p><b>24 Elm Lane</b> 🏠 (Wholetime) Appliances  Operational personnel (available for duty) </p>	<p><b>Night</b></p> <p>Appliances  Operational personnel (available for duty) </p>
<p><b>23 Darnall</b> 🏠 (Wholetime) Appliances  Operational personnel (available per watch) </p>		
<p><b>25 Mansfield Rd</b> 🏠 (Wholetime) Appliances  Operational personnel (available per watch) </p>	<p><b>Parkway (New)</b> 🏠 (Variable) Appliances  Operational personnel (available for duty) </p>	<p>Appliances  Operational personnel (available for duty) </p>
<p><b>27 Mosborough</b> 🏠 (Retained) Appliances  Operational personnel (available for duty) </p>	<p><b>Birley (New)</b> 🏠 (Close Proximity Crewed) Appliances  Operational personnel (available for duty) </p>	<p>Appliances  Operational personnel (available for duty) </p>

Key	
	Pump (wholetime)
	Pump (retained)
	Pump (wholetime at day, resilience at night)
	Pump (Close Proximity Crewed)
	Combined Aerial Rescue Pump
	Small Incident Unit
	Aerial (wholetime)
	Aerial (retained)
	Firefighter (wholetime)
	Firefighter (on call)
	Firefighter (Close Proximity Crewed)
<b>7</b> 🏠	Station Number for internal use

# Barnsley District: Station resources

2013	2017 – Proposed resources	
Day & Night	Day	Night
<p><b>01 Barnsley</b> 🏠 (Wholetime)</p> <p>Appliances  </p> <p>Operational personnel                      (available per watch)  </p>	<p><b>01 Barnsley</b> 🏠 (Variable)</p> <p>Appliances  </p> <p>Operational personnel                      (available for duty)  </p>	<p>Appliances  </p> <p>Operational personnel                      (available for duty)  </p>
<p><b>03 Cudworth</b> 🏠 (Wholetime)</p> <p>Appliances  </p> <p>Operational personnel                      (available per watch)  </p>	<p><b>03 Cudworth</b> 🏠 (Wholetime)</p> <p>Appliances  </p> <p>Operational personnel                      (available for duty)  </p>	<p>Appliances  </p> <p>Operational personnel                      (available for duty)  </p>
<p><b>26 Tankersley</b> 🏠 (Wholetime)</p> <p>Appliances  </p> <p>Operational personnel                      (available per watch)  </p>	<p><b>26 Tankersley</b> 🏠 (Wholetime)</p> <p>Appliances  </p> <p>Operational personnel                      (available for duty)  </p>	<p>Appliances  </p> <p>Operational personnel                      (available for duty)  </p>
<p><b>05 Penistone</b> 🏠 (Retained)</p> <p>Appliances  </p> <p>Operational personnel                      (available for duty)  </p>	<p><b>05 Penistone</b> 🏠 (Retained)</p> <p>Appliances  </p> <p>Operational personnel                      (available for duty)  </p>	<p>Appliances  </p> <p>Operational personnel                      (available for duty)  </p>

# Rotherham District: Station resources

2013	2017 – Proposed resources	
Day & Night	Day	Night
<p><b>04 Dearne</b> 🏠 (Wholetime/Retained)</p> <p>Appliances  </p> <p>Operational personnel                      (available per watch)  </p>	<p><b>04 Dearne</b> 🏠 (Wholetime/Retained)</p> <p>Appliances  </p> <p>Operational personnel                      (available for duty)  </p>	<p>Appliances  </p> <p>Operational personnel                      (available for duty)  </p>
<p><b>18 Rotherham</b> 🏠 (Wholetime)</p> <p>Appliances  </p> <p>Operational personnel                      (available per watch)  </p>	<p><b>18 Rotherham</b> 🏠 (Variable)</p> <p>Appliances  </p> <p>Operational personnel                      (available for duty)  </p>	<p>Appliances  </p> <p>Operational personnel                      (available for duty)  </p>
<p><b>21 Maltby</b> 🏠 (Wholetime)</p> <p>Appliances  </p> <p>Operational personnel                      (available per watch)  </p>	<p><b>21 Maltby</b> 🏠 (Wholetime)</p> <p>Appliances  </p> <p>Operational personnel                      (available for duty)  </p>	<p>Appliances  </p> <p>Operational personnel                      (available for duty)  </p>
<p><b>22 Aston Park</b> 🏠 (Wholetime)</p> <p>Appliances  </p> <p>Operational personnel                      (available per watch)  </p>	<p><b>22 Aston Park</b> 🏠 (Wholetime)</p> <p>Appliances  </p> <p>Operational personnel                      (available for duty)  </p>	<p>Appliances  </p> <p>Operational personnel                      (available for duty)  </p>

Key	
	Pump (wholetime)
	Pump (retained)
	Pump (wholetime at day, resilience at night)
	Pump (Close Proximity Crewed)
	Combined Aerial Rescue Pump
	Small Incident Unit
	Aerial (wholetime)
	Aerial (retained)
	Firefighter (wholetime)
	Firefighter (on call)
	Firefighter (Close Proximity Crewed)
<b>7</b> 🏠	Station Number for internal use

# Doncaster District: Station resources

2013	2017 – Proposed resources	
Day & Night	Day	Night
<p><b>06 Doncaster</b> 🏠 (Wholetime)</p> <p>Appliances  </p> <p>Operational personnel                      (available per watch)  </p>	<p><b>06 Doncaster</b> 🏠 (Variable)</p> <p>Appliances  </p> <p>Operational personnel                      (available for duty)  </p>	<p>Appliances  </p> <p>Operational personnel                      (available for duty)  </p>
<p><b>07 Adwick</b> 🏠 (Wholetime)</p> <p>Appliances  </p> <p>Operational personnel                      (available per watch)  </p>	<p><b>07 Adwick</b> 🏠 (Wholetime)</p> <p>Appliances  </p> <p>Operational personnel                      (available for duty)  </p>	<p>Appliances  </p> <p>Operational personnel                      (available for duty)  </p>
<p><b>09 Thorne</b> 🏠 (Wholetime)</p> <p>Appliances  </p> <p>Operational personnel                      (available per watch)  </p>	<p><b>09 Thorne</b> 🏠 (Wholetime)</p> <p>Appliances  </p> <p>Operational personnel                      (available for duty)  </p>	<p>Appliances  </p> <p>Operational personnel                      (available for duty)  </p>
<p><b>28 Edlington</b> 🏠 (Wholetime)</p> <p>Appliances  </p> <p>Operational personnel                      (available per watch)  </p>	<p><b>28 Edlington</b> 🏠 (Wholetime)</p> <p>Appliances  </p> <p>Operational personnel                      (available for duty)  </p>	<p>Appliances  </p> <p>Operational personnel                      (available for duty)  </p>
<p><b>10 Askern</b> 🏠 (Retained)</p> <p>Appliances  </p> <p>Operational personnel                      (available for duty)  </p>	<p><b>10 Askern</b> 🏠 (Retained)</p> <p>Appliances  </p> <p>Operational personnel                      (available for duty)  </p>	<p>Appliances  </p> <p>Operational personnel                      (available for duty)  </p>
<p><b>12 Rossington</b> 🏠 (Retained)</p> <p>Appliances  </p> <p>Operational personnel                      (available for duty)  </p>	<p><b>12 Rossington</b> 🏠 (Retained)</p> <p>Appliances  </p> <p>Operational personnel                      (available for duty)  </p>	<p>Appliances  </p> <p>Operational personnel                      (available for duty)  </p>

## Our Finances

For 2013/14 the Fire Authority has set a budget of £53 million. The Authority took a decision to increase council tax by 1.98% in order to secure an additional £400,000 in revenue, which will help us to continue to protect our communities in light of cuts to our central government funding grant, which accounts for around 60% of our total budget. The other 40% of our budget is derived from local Council Tax funding.

For more detail on how we spend our budget, please see the latest [Statement of Accounts](#) on the Fire Authority website.

## Future Budget

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 SYFR faces a net reduction in its budget of £12.2m by 2016/17 compared to 2010/11.

**This equates to a 20% cut.**

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 'back loaded' the budget cuts to allow more time for the Service to adjust.

We have already generated savings of £7m; however, if we do not take further action to reduce our costs, we will still face a deficit of £5.2 million in 2016/17.

## The Funding Gap We Face

	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17
<b>Grant variation</b>	RSG £36.8m	RSG -£3.5m <b>Total</b> <b>-£3.5m</b>	RSG -£1.2m <b>Total</b> <b>-£4.7m</b>	RSG -£2.8m <b>Total</b> <b>-£7.5m</b>	RSG -£2.3m <b>Total</b> <b>-£9.8m</b>	RSG -£2.7m <b>Total</b> <b>-£12.5m</b>	RSG -£2.2m <b>Total</b> <b>-£14.7m</b>
<b>Council Tax variation</b>		+0.7m	+£1.1m <b>Total</b> <b>£1.8m</b>	+£0.6m <b>Total</b> <b>£2.4m</b>	-£0.2m <b>Total</b> <b>£2.2m</b>	-£0.1m <b>Total</b> <b>£2.1m</b>	+£0.4m <b>Total</b> <b>£2.5m</b>
<b>Net variation</b>		-£2.8m	-£0.1m <b>Total</b> <b>-£2.9m</b>	-£2.2m <b>Total</b> <b>-£5.1m</b>	-£2.5m <b>Total</b> <b>-£7.6m</b>	-£2.8m <b>Total</b> <b>-£10.4m</b>	-£1.8m <b>Total</b> <b>-£12.2m</b>

### Key

RSG = Revenue Support Grant (from Government)

# Ways We Have Already Saved

As a publicly funded organisation, it is essential that we use our resources responsibly and efficiently. The Government has suggested how it believes fire services and local authorities can save money, both through announcements made by the Fire Minister, and the “50 ways to save” booklet published by the Department for Communities and Local Government, in December 2012.

Since the funding cuts were announced in 2010, we have been doing everything that should be expected of us in trying to share services with others, collaborating to save time and money, and stopping spending where it is not needed. We believe that we have actually improved some aspects of our service to the community whilst making savings.

In March 2013 we published [“50 Ways We’ve Saved: Protecting the Frontline”](#) on our website.

## **Some of the savings listed are as follows:**

- Our spending on recruitment has plummeted by 80%, reducing from around £130,000 to less than £20,000.
- We routinely put contracts out for retendering, achieving significant savings. For example, we are saving £12,000 per year by using a different supplier for scrap cars, which our fire-fighters use for road traffic collision training. And we saved over £8,000 by changing the supplier for our cleaning contract.
- We saved over £32,000 on a contract for cutting equipment, used by fire-fighters at road traffic collisions, by dealing directly with the supplier instead of using a central contract.
- Since moving to a new headquarters, we’ve taken care to rationalise our waste disposal arrangements and promote recycling, and have reduced our refuse collection costs by £40,000.
- Our partners at the South Yorkshire Joint Secretariat have reviewed their costs for providing the Authority with services relating to legal, finance, member support and other governance issues, saving over £100,000.
- We have made savings of around £43,000 on contracts and licensing for our computer systems.
- We have evaluated all our training courses for quality and value for money, enabling us to make savings of £393,000 in the Service Development budget.

# Future Opportunities

## New Ways of Working

### Collaboration and Shared Services

Collaboration and sharing services has become an essential way of making efficiencies and reducing costs in a period of ongoing funding cuts.

Sir Ken Knight's report on Fire Service Efficiency published in May 2013, sets out ways in which fire and rescue services can collaborate with each other and with other blue-light services. Sharing: control rooms, operational policies and practices, training, sharing and outsourcing back office functions and collaborative procurement are all suggested areas for consideration. The report also suggests co-working and co-location with other blue-light services. Co-working could involve taking on some casualty care from the ambulance service or fire-fighters joining some community policing teams. Co-location could be achieved by having combined fire and ambulance stations.

It was announced as part of the mini Spending Review in June 2013 that there will be a £30 million resource fund, which will be available on a bid-for basis through the local government settlement. This is intended to encourage joint working between fire and rescue authorities, collaboration with other blue-light services and to help meet up-front costs of service transformation.

South Yorkshire has already introduced collaboration in some areas. We are currently working with West Yorkshire Fire and Rescue on a shared Fire Control system. We are jointly procuring a new control room system, which, once installed in 2014, will save us over £200,000 per year in annual service and maintenance costs. We will also save more money by completely removing our back-up control room, because West Yorkshire will provide our back-up support in the future, and vice-versa. Nottinghamshire, Leicestershire and Derbyshire fire and rescue services have now bought the same system. This will provide us with the opportunity to share experiences, best practice and ways of working. It will also provide stronger system development opportunities.

We have allowed Yorkshire Ambulance Service (YAS) to use Aston Park and Edlington fire stations as ambulance bases for many years, and are continuing discussions to explore additional collaborative opportunities. We have agreed with South Yorkshire Police for their Community Team at Eastwood to make use of Rotherham Fire Station as a base for two months during a joint operation, with a view to potentially making this a permanent arrangement in the future. We are also in advanced discussions with South Yorkshire Police to enable them to use Rivelin fire station as a base for both operational police officers and a Neighbourhood Safety Team.

Another example of collaboration is the sharing agreements we have in place with all our neighbouring fire and rescue services in respect of arrangements to support each other where an incident location makes this sensible. We have similar agreements to support each other in the event of a major incident.

We have outsourced the administration of our Fire-fighters' Pension scheme to West Yorkshire Pensions Fund.

As part of our overall strategy for reducing our budget, we are exploring the possible income generation opportunities that may arise. As part of this strategy, the FRA has asked us to look at the options for trading arrangements, and this will be discussed at the September Authority meeting. This follows a six month trial period where potential demand for our non blue-light services and likely income levels have been assessed.

More examples, of how we are collaborating can be found in **'50 Ways We've Saved'** – numbers 37 to 48.

A Task and Finish Group for collaboration and shared services, led by members of the Fire and Rescue Authority, has been established to monitor and progress activity in this area.

## Support Services Review

A Support Services Review has been initiated, which will look at all areas of the organisation except stations, to identify where efficiency savings can be made.

The expectation of this review is that SYFR will ultimately reduce its directly employed workforce, facilitated by the re-engineering of support service processes. The resultant savings will be used to support the maintenance of frontline services for local communities.

### **The three principal objectives are:**

- **Reducing unnecessary spend on support service functions in order to free up as much resource as possible for reinvestment in frontline services.**
- **Maintaining the capacity to deliver high quality essential services.**
- **Driving greater efficiency through the practical action of managers and other key stakeholders to limit activity to those that are legislatively required or add significant value**

The focus of the review will be to identify processes and services which we have a legal and moral obligation to perform, and what else we do over and above this that we could potentially stop doing in order to realise savings.

This approach will, over a period of time generate further efficiencies, including those associated with a reduction in overhead costs such as buildings, IT and other infrastructure. We will also explore shared service opportunities with other Fire and Rescue Services, to identify whether there is scope for savings through:

- **An In-house solution;**
- **Creating a shared services company; or**
- **Creating a joint venture or partnership.**

We will need to ensure we strike the right balance between saving money and delivering value for money with our continued desire to provide quality services, both internally and to our partners and the local community.

We want to ensure this process is undertaken in a planned and robust way, and therefore anticipate it will take up to 18 months to complete, with changes implemented by December 2014.

## Control Room Review

SYFR recently commissioned a report into surplus efficiency of our Control Room operations.

The Cronin Review highlighted significant capacity within Control that we now need to address.

Any changes must be balanced with the requirement to maintain adequate staffing levels to provide resilience and cover the 24x7 service they provide in responding to emergency calls. We will therefore be looking at areas of work that could be undertaken by Control staff in their 'downtime' to utilise this spare capacity. We have set up a project to initiate this piece of work, which will include a review of the Control Duty System to identify if there is a more efficient way to manage the staffing within this area. There are dependencies between this project and the Support Services Review and Control Collaboration Project.

# Our Services and Governance Arrangements

South Yorkshire Fire and Rescue Authority has a legal responsibility to ensure that an effective fire and rescue service is provided to the communities of South Yorkshire. Our primary duties are set out within the Fire and Rescue Services Act 2004, and require the provision, training and equipment to undertake:

- Fire-fighting
- Protection of people and property from fire
- Fire safety promotion
- Road traffic collision rescues
- Other emergency responses to civil emergencies

## National Framework Document

The [Fire and Rescue National Framework Document 2012](#) sets out the Government's priorities and objectives for us, which include:

- Identifying and assessing the full range of foreseeable fire and rescue related risks our area faces, making provision for prevention and protection activities and responding to incidents appropriately
- Working in partnership with our communities and a wide range of partners locally and nationally to deliver our service
- Being accountable to communities for the service we provide

Our [Operational Plan](#) (IRMP) sets out the risks in our area, and how we deliver our services, in response to incidents.

## Civil Contingencies Act

[The Civil Contingencies Act 2004](#) defines the roles and responsibilities of the Fire and Rescue Authority alongside other local emergency responders and public bodies in responding to large scale emergencies that pose a threat to human welfare or the environment or security, e.g. terrorist attacks.

## Statutory Duties and Law

The Authority also has a number of other duties set out in law such as:-

- Ensuring buildings are safe from fire by enforcing the Regulatory Reform (Fire Safety) Order 2005
- Licensing the storage of explosives (including fireworks) through the Manufacture and Storage of Explosives Regulations 2005
- The production and testing of 'off site' COMAH plans through the Control of Major Accident Hazard Regulations 1999 (amended 2005)

We also have a responsibility to comply with health and safety law, employment law, human rights law, industrial relations law, and local government law, equal rights laws, corporate manslaughter and corporate homicide law and working time regulations.

As a Fire and Rescue Service we are committed to complying with this legislation and ensuring the services we deliver are in line with the priorities set out for us by the Government.

## Governance

The Fire and Rescue National Framework Document 2012 set out the Government's expectation that we should:

- be transparent and accountable to our communities for our decisions and actions, and to provide the opportunity for communities to help to plan their local service through effective consultation and involvement
- have scrutiny arrangements in place that reflect the high standard communities expect for an important public safety service
- provide assurance to our communities and to Government, on financial, governance and operational matters and on national resilience capability

The Authority's Annual Governance Statement sets out our Governance arrangements and is published on an annual basis. It can be found on the [SYFRA website library](#) which also contains our latest statement of accounts, invoices over £500, our Contracts Register, Pay Policy Statements, Fleet List and Public Register of notices served.

## Transparency

Along with other public sector organisations we are actively encouraged by the Government to make data publicly available to enable our communities to hold us to account. The Code of Recommended Practice for Local Authorities on Data Transparency, (September 2011) and [Open Data White Paper – Unleashing the Potential](#) (June 2012) introduced new guidelines and requirements for local authorities regarding sharing data. We also anticipate publication of the **Code of Practice (datasets) on the discharge of public authorities' functions under Part 1 of the Freedom of Information Act** following consultation in early 2013.

We are committed to meeting our legislative requirements in this area, taking into consideration the [Public Data Principles](#).

We will explore how we can make our data more accessible through our website and via [www.data.gov.uk](http://www.data.gov.uk), and other tools made available to local authorities to share data with the public and their partner agencies.

## Operational Assessment (OpA) and Fire Peer Challenge

South Yorkshire will undertake a Peer Challenge review in early 2014, which is a sector led improvement tool developed by the Local Government Association (LGA) in association with the Chief Fire Officer's Association.

The OpA process is designed to form a structured and consistent basis to drive continuous improvement within the Service, and provide elected members of FRAs and Chief Fire Officers with information that allows them to challenge their operational service delivery to ensure it is efficient, effective and robust. Undertaking a peer challenge is voluntary and is managed and led by the fire sector.

The findings from the review will be published publicly on the Service's website.

# How we will Track the Progress of this Strategy

## Annual Report

An Annual Report will be published which will contain an update on how we are progressing with both this Plan and the Operational Plan.

Our [Annual Report](#) to be published in 2013/14 will focus upon our performance and achievements for the previous year, and how we have delivered against the priorities we set out in our previous Service Plan.

Going forwards the Annual Report will provide an update on progress against both the Operational Plan and the Strategic Plan 2013-17.

The Annual Report will contain our suite of performance measures, which will help to monitor the effects of changes to the delivery of our service.

## Projects

The changes to Service Delivery will be managed as projects under a wider Change Programme and will be subject to monthly monitoring via our Change Programme Board, comprised of the Senior Management Team. Our organisational project management process and governance arrangements will apply.

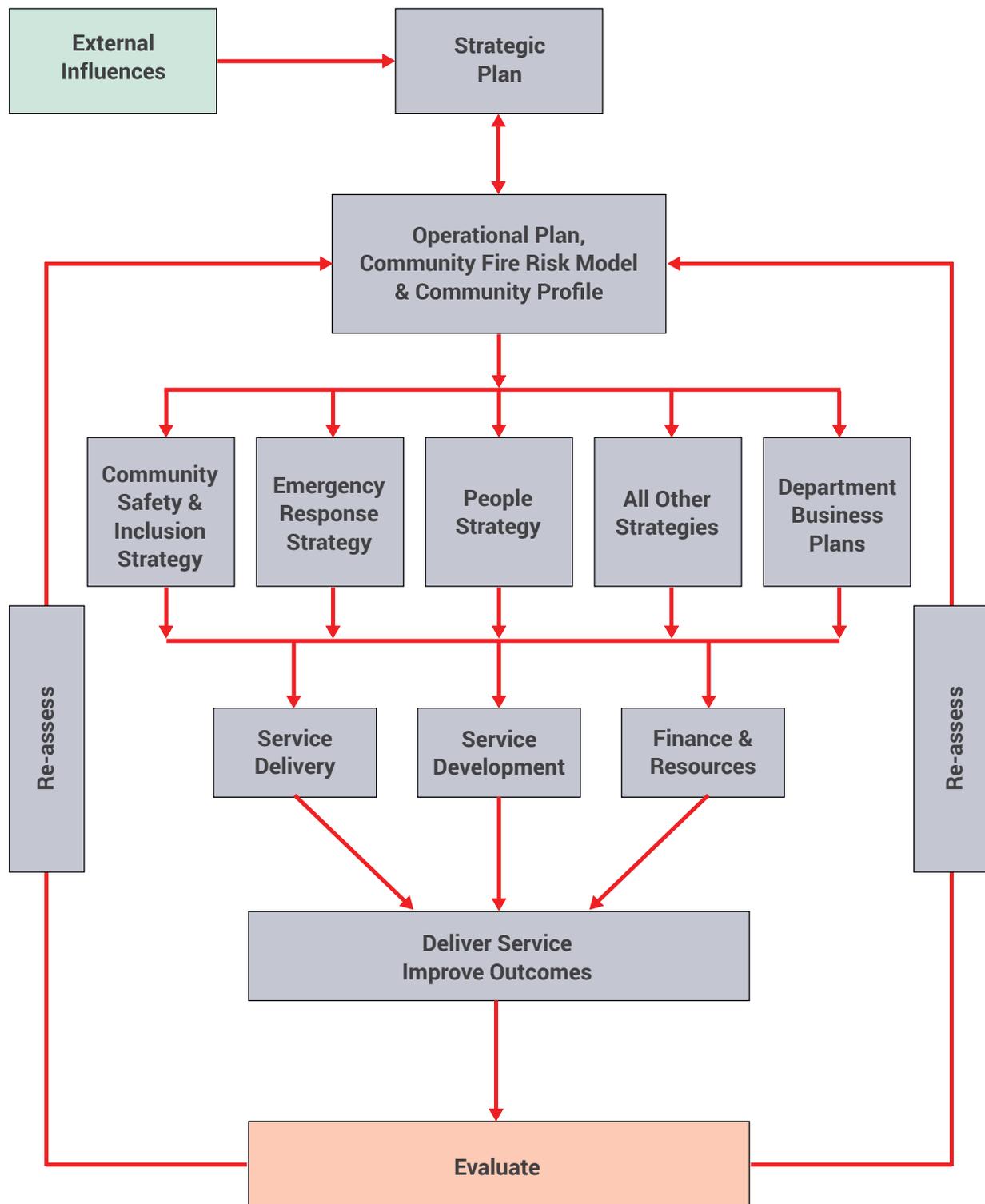
## Indicators of Success

At the beginning of each project, indicators of success will be established. These will involve time/cost constraints and quality deliverables.

## Business Planning

Departmental business plans will also be used to track progress of actions and deliverables at a local level. These are aligned to the SYFR priorities, this Strategic Plan and the Operational Plan. The Business Plans are regularly reviewed and any exceptions to the delivery of these are reported to the Corporate Management Board. The Strategic Planning Model below shows the relationships between SYFRs plans, and how these feed in to service delivery to improve outcomes.

# South Yorkshire Fire and Rescue Strategic Planning Model



# Next Steps and Contact Us

## Next Steps

This document provides a summary of our Service Priorities. A high-level action plan is included at Appendix A. We would like to hear your views on our draft proposals. We will finalise our priorities and develop detailed action plans following the period of consultation.

## How to Get Involved

### Tell Us What You Think:

We welcome feedback from the public, in relation to this Strategic 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 [customercare@syfire.gov.uk](mailto:customercare@syfire.gov.uk)

Alternatively, write to this Freepost address:

**FREEPOST RRXC-YJUE-YCLE,  
South Yorkshire Fire & Rescue,  
Sheffield,  
S1 3FG**

## Become a Volunteer

The traditional image of the fire and rescue service is of fire-fighters tackling incidents, but the work we do goes much wider than this.

A big part of our role is to work alongside local communities to help make homes safer, educate children and vulnerable people about common hazards and do what we can to prevent emergency incidents happening in the first place.

We have established a volunteer programme to support us in this work, and to play a valuable supporting role to our existing community safety teams and in helping to deliver safety messages at our Lifewise Centre in Rotherham. In return, volunteers will gain valuable experience and skills, improving their capabilities and assisting their applications for future, paid employment.

For more information please email: [volunteers@syfire.gov.uk](mailto:volunteers@syfire.gov.uk) or visit the Careers section of our website.

## 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](http://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](mailto:press@syfire.gov.uk)

Follow us on Twitter [www.twitter.com/syfr](http://www.twitter.com/syfr)

For general enquiries and comments call 0114 272 7202 or email: [comments@syfire.gov.uk](mailto:comments@syfire.gov.uk)

For Complaints and Compliments call 0114 253 2209 or email: [customercare@syfire.gov.uk](mailto:customercare@syfire.gov.uk)

## Access to Information

If you would like more detail on what we do and how we deliver our Services, you can make a request under the Freedom of Information Scheme. For more information about the scheme see the 'contact us' section of our website.

If you would like to request information please contact us at:

**The Freedom of Information Coordinator,  
South Yorkshire Fire & Rescue,  
197 Eyre Street,  
SHEFFIELD,  
S1 3FG.**

Or by email to [foi@syfire.gov.uk](mailto:foi@syfire.gov.uk)

# Glossary

## **Category 1 and Category 2 Responders**

Under the Civil Contingencies Act 2004 a list of Category 1 and 2 Responders are set out, with different requirements for each category. The Fire Service falls under Category 1 as an Emergency Service Provider.

The four South Yorkshire Local Authorities, Police, Fire and Rescue Service, Ambulance Service, Environment Agency, British Transport Police and the NHS are classified as Category 1 Responders.

Examples of Category 2 Responders are Transport Agencies, Airports, Utility Companies and Voluntary Agencies, who have a responsibility to co-operate with Category 1 organisations.

## **Collaborative Working**

Working jointly or co-operating with others.

## **Combined Fire and Rescue Authority**

This is a stand-alone authority covering pre-1992 county council areas, including a combination of residual county councils, district councils and unitary authorities.

## **Co-responding**

Accompanying another in the delivery of services, or providing first response for another organisation (i.e.: Fire Service personnel trained in basic life support to assist the Ambulance Service).

## **County Fire and Rescue Authority**

Fire and Rescue Services are part of a County Council.

## **Establishment**

This is the number of posts that we have. These include both posts that are filled and vacant posts.

## **Fire Appliance**

This is a generic term for any responding fire service vehicle.

## **Fire and Rescue Authority Members**

These are Elected Councillors from each of the four districts in South Yorkshire who sit on the Fire Authority.

## **Heavy Rescue Unit**

A pump which is equipped to carry additional equipment for specialist incidents, such as heaving cutting and trench rescue.

## **Invest to Save**

Funding projects which may require an initial investment but which will return benefits and ongoing savings in the future.

## **IRMP – Integrated Risk Management Planning**

This is the identification and assessment of risks within the community, taking into consideration a broad range of potential threats.

## **Lifewise**

Lifewise is an interactive learning centre for South Yorkshire communities, developed by South Yorkshire Police and South Yorkshire Fire and Rescue. Featuring a purpose-built set, it is used to educate visitors about safety and citizenship with the ultimate aim of reducing crime and improving quality of life.

## **Metropolitan Fire and Rescue Authority**

A stand-alone authority covering the area a number of Unitary Authorities within the Metropolitan Counties set out in 1974.

## **Mobilisations**

Where a rescue pump/appliance has been sent to an incident (even if they are turned back before arrival).

## **Non-Domestic Properties**

These are Commercial Properties such as offices, businesses, warehouses, and hospitals.

## **Personal, Protective Equipment (PPE)**

Equipment used by fire-fighters to protect their safety during an incident, this could be breathing apparatus or clothing for example.

## **Primary Fires**

Primary fires include all fires in buildings, vehicles and outdoor structures or any fire involving casualties, rescues or fires attended by five or more appliances.

## **Rescue Pumps**

Rescue Pumps are used to respond to incidents. These may be standard pumps or have Heavy Rescue attributes.

## **Resilience Pumps**

These are pumps available during the day on a whole-time crewed basis, but on a retained duty system overnight.

## **Response Standards**

Measuring how quickly we respond to incidents.

## **Retained Duty System Fire-fighters**

Retained Duty System Fire-fighters work on a 'standby' basis, for responding to emergency calls. They are paid both an annual retainer and fees for attending training, emergencies and giving fire safety advice. Retained Duty System Fire-fighters usually live or work within five to eight minutes of their local fire station. This enables them to quickly respond to emergency calls.

## **Risk Analysis**

This is the process of examining in detail the risks in our community.

## **Road Traffic Collision (RTC)**

This is an accident involving vehicles on the roads.

## **Secondary Fires**

A Secondary fire is a fire incident that did not occur at a primary location, was not a chimney fire in an occupied building, did not involve casualties (otherwise categorised as a Primary incident) and was attended by four or fewer appliances.

## **Shift Pattern**

The working hours or rota that personnel and Watches work to.

## **Small Incident Unit**

A smaller vehicle (Mercedes Sprinter) than a rescue pump, equipped to deal with small fires such as grass and bin fires.

## **Technical Rescue Unit/Team**

A specialist unit which provide rescue capability and equipment for a variety of rescues such as confined space rescues and water rescues. The introduction of four Heavy Rescue Pumps will enable these resources and skills to be spread across South Yorkshire.

## **Trading Arm**

This is a separate company which is kept at "arms length" from the fire authority's public remit and which has to operate and be audited in a totally professional and transparent manner. It must also be "function related" in other words it can only offer fire safety related services and can only operate within the geographical area of its own fire authority.

## **Unitary Fire and Rescue Authority**

Fire and rescue services are part of the unitary authority.

## **Watch**

One of four shift groups who provide cover 24 x 7, seven days a week. This could be fire-fighters or Control operators.

## **Welfare Unit**

This is used at large incidents, providing support for personnel with the provision of food and drinks etc.

## **Wholetime**

Permanent contract operational staff.

# Alternative Formats

To request a copy of this publication in a different format (eg. large print), or for more information about South Yorkshire Fire & Rescue, please e-mail [customer care@syfire.gov.uk](mailto:customer care@syfire.gov.uk) or telephone: **0114 253 2209**.

## Arabic

"الطلب ترجمة لهذه المنشورة أو للمزيد من المعلومات عن خدمة الإطفاء والإنقاذ في جنوب يوركشاير، يرجى إرسال رسالة إلكترونية إلى:  
[customer care@syfire.gov.uk](mailto:customer care@syfire.gov.uk) أو الاتصال بالرقم 0114 253 2209"

## Cantonese

倘若您需要本出版物的翻譯件，或希望瞭解有關南約克郡消防與救援服務處的其他資訊，請發送電郵至：  
[customer care@syfire.gov.uk](mailto:customer care@syfire.gov.uk)，或致電 0114 253 2209

## Farsi

"برای درخواست ترجمه این بروشور و یا اطلاعات بیشتر در مورد بخش خدمات آتش نشانی و نجات منطقه جنوب یوركشاير، لطفاً به این آدرس به ما  
و یا به شماره تلفن 01142532209 زنگ بزنید." [customer care@syfire.gov.uk](mailto:customer care@syfire.gov.uk) ایمیل بزنید:

## French

"Pour demander une traduction de cette publication, ou pour obtenir davantage d'informations sur South Yorkshire Fire & Rescue, veuillez envoyer un e-mail à [customer care@syfire.gov.uk](mailto:customer care@syfire.gov.uk) ou téléphoner à : 0114 253 2209"

## Kurdish

"بۆ داواکردنی ئەم بلاوکارووهیه به زمانیکێ تر یاخود بۆ زانیاری زیاتر له باره‌ی دهزگای ناکرکوژاندنه‌وه و فریاخه‌وتنی ساوت یۆرکشایهر  
تکایه ئیمیل بنێره بۆ [customer care@syfire.gov.uk](mailto:customer care@syfire.gov.uk) یان به‌یوه‌ندی بکه به ژماره ته‌له‌فۆنی 0114 253 2209"

## Mandarin

"如果您需要本出版物的翻译件，或希望了解有关南约克郡消防与救援服务处的其他信息，请发送电子邮件至：  
[customer care@syfire.gov.uk](mailto:customer care@syfire.gov.uk)，或致电 0114 253 2209"

## Pashto

"ددې خپروني د ژباړې د غوښتنو لپاره، يا د ساؤته يارک شاپر فاير اينډ ريسکيو په باب د نور معلوماتو ترلاسه  
کولو لپاره، لطفاً په دې پته ای میل وکړئ [customer care@syfire.gov.uk](mailto:customer care@syfire.gov.uk) یا په دی شمیره زنگ ووهی:  
0114 253 2209."

## Polish

"Aby uzyskać tłumaczenie tego materiału lub otrzymać więcej informacji o Straży Pożarnej South Yorkshire (South Yorkshire Fire & Rescue) prosimy o wysłanie e-maila na adres [customer care@syfire.gov.uk](mailto:customer care@syfire.gov.uk) lub zadzwonić pod numer telefonu: 0114 253 2209"

## Slovak

"Ak požadujete preklad tejto publikácie alebo ďalšie informácie o South Yorkshire Fire & Rescue (Hasičskej a záchranej službe grófstva South Yorkshire), zašlite prosím e-mail na adresu [customer care@syfire.gov.uk](mailto:customer care@syfire.gov.uk) alebo zavolajte na číslo: 0114 253 2209"

## Somali

"Haddii aad rabtid in daabacaddaan lagu turjumo, ama haddii aad rabtid macluumaad dheeraad ah ee ku saabsan adeegga Gurmadka & Dab-demiska Koonfurta Yorkshire (South Yorkshire Fire & Rescue), fadlan e-mail u soo dir [customer care@syfire.gov.uk](mailto:customer care@syfire.gov.uk) ama telefoon u soo dir: 0114 253 2209"

## Turkish

"Bu yayımın tercümesini talep etmek veya South Yorkshire İtfaiye ve Kurtarma Hizmetleri hakkında ayrıntılı bilgi almak için lütfen [customer care@syfire.gov.uk](mailto:customer care@syfire.gov.uk) adresine e-posta gönderin veya aşağıda verilen numarayı arayın: 0114 253 2209"

## Urdu

اس دستاویز کا ترجمہ حاصل کرنے یا 'ساؤتھ یارکشائر فاير اینڈ ريسکيو' سے متعلق مزید معلومات کے لیے  
برائے مہربانی ای میل بھیجیں: [customer care@syfire.gov.uk](mailto:customer care@syfire.gov.uk) یا فون کریں: 0114 253 2209





South Yorkshire  
Fire & Rescue

WORKING FOR A SAFER  
SOUTH YORKSHIRE

If you would like to request information please contact us at:

**The Freedom of Information Coordinator,**

**South Yorkshire Fire & Rescue, 197 Eyre Street, SHEFFIELD, S1 3FG.**

Or by email to [foi@syfire.gov.uk](mailto:foi@syfire.gov.uk) or visit [www.syfire.gov.uk](http://www.syfire.gov.uk)



[www.facebook.com/southyorkshirefire](http://www.facebook.com/southyorkshirefire)



[www.twitter.com/syfr](http://www.twitter.com/syfr)