



Integrated Risk Management Plan 2017-20



**South Yorkshire
FIRE & RESCUE**



Our vision

Our vision for the lifetime of this plan is to provide the best possible service to the people of South Yorkshire within the resources which are available to us.

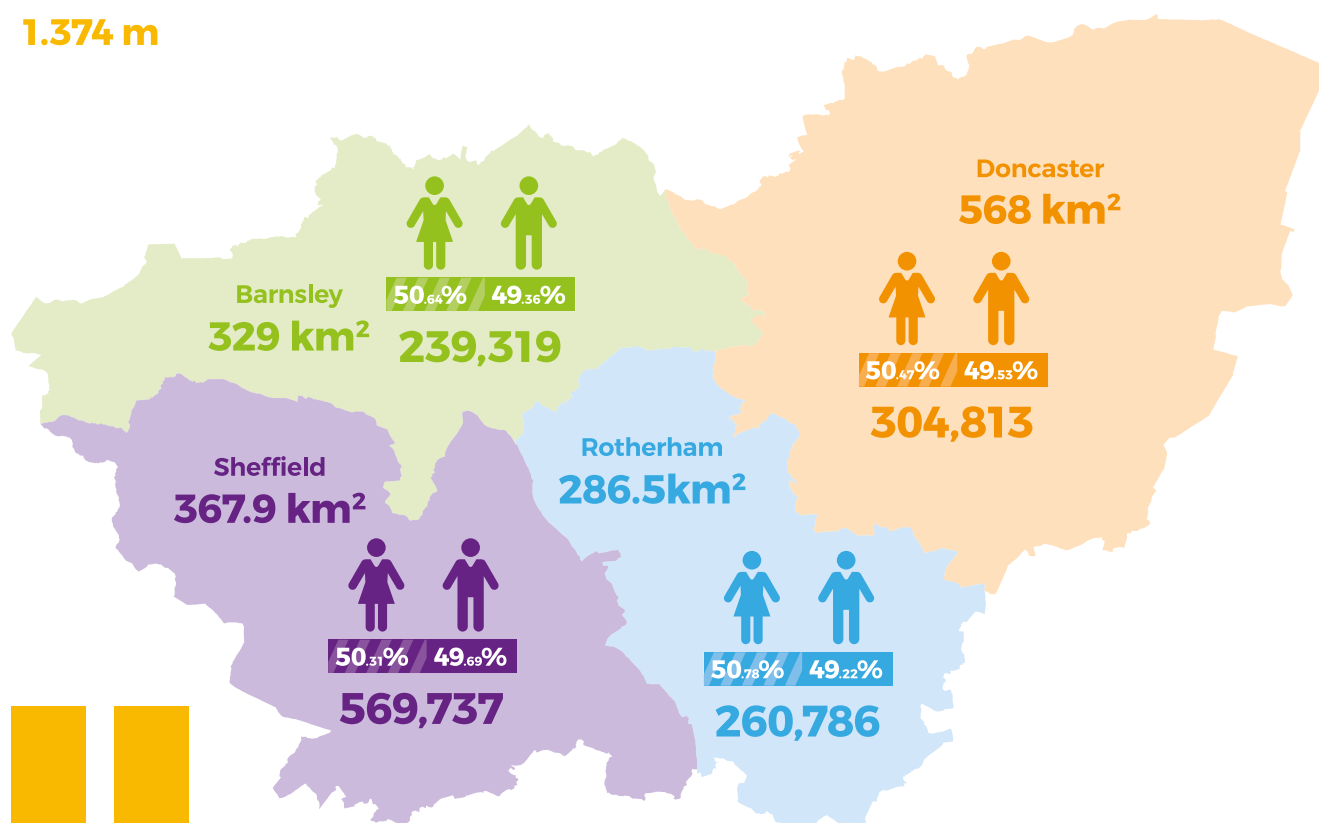
For us, that means:

- **No further reductions in fire station or fire engine numbers.** We are not proposing any further significant changes to our core 999 service, beyond those outlined in previous plans
- **Having five firefighters on the first available fire appliance** as often as possible by managing the availability of our resources more efficiently
- **Changing our prevention work,** to ensure we are making the biggest difference to those most at risk
- **Proactively exploring collaboration opportunities with blue light services,** as a new statutory duty now makes it a requirement for us to do

About South Yorkshire



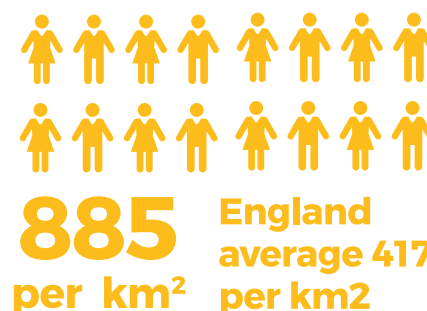
South Yorkshire consists of four metropolitan boroughs- Barnsley, Doncaster, Rotherham and Sheffield. The county's current population is 1.374 million. This is predicted to rise by 5.2 % by 2027.



Population over 65

Not only is our population size increasing, but like many other parts of the country it is also ageing, with the proportion of people age 65 and over projected to increase from 22% in 2012 to 31% in 2037. The proportion of people over 75 years of age is predicted to increase by 101% over the same period.

South Yorkshire's population is dispersed over an area of 1,552 square kilometres. Our population density remains at 885 people per square kilometre compared with an average for England of 417 people per square kilometre.



About South Yorkshire Fire & Rescue

Our mission is 'working for a safer South Yorkshire' and our work to achieve this extends to far more than fighting fires.

Our firefighters respond to a wide range of emergencies including road traffic collisions, water rescues and many other types of 'special service' incidents.

However, whilst our work responding to 999 calls is both well known and well valued by the public, far more of our contact with local people is actually through our varied and extensive work to prevent incidents from happening in the first place.

Our contact with local people





To deliver this work, we employ around 800 staff, most of whom are firefighters. The majority of these are wholetime firefighters, which means they are available to attend emergency incidents 24 hours a day. Our firefighters work a variety of shift patterns:

- Thirteen of our stations are wholetime and watch based meaning firefighters work two 11 hour days, then two 13 hour nights, followed by four days off.
- Four of our stations are Close Proximity Crewing (CPC) stations, meaning that during the day the station is staffed by wholetime firefighters as above. On the night shift the station is crewed by firefighters on standby who stay on or adjacent to the station. They remain on-call to provide an immediate response to emergencies.
- Four of our stations (plus two fire engines at wholetime stations) are staffed by retained (RDS) crews. They live in the communities they serve and, often, provide on-call emergency cover in addition to other full-time commitments either with the fire service or other employers.

Our firefighters are supported by teams of support staff who are skilled to provide a wide range of specialist services. This includes our community safety work and our responsibilities to enforce business fire safety laws. We also work with a network of volunteers to further extend the reach of our prevention work.

Our workforce is key to delivering our objectives. Since 2011, successive People Strategies have recognised the need to develop an engaged and talented workforce with the ability to deliver demanding objectives against a backdrop of funding reductions. Continuing this journey, we published a People Strategy refresh for 2016/17 providing further emphasis to:

- **Employee involvement**- improving employee engagement to ensure their involvement at an early stage in the development of our work
- **Achieving beyond role**- helping people who aspire to achieve beyond their current position in the organisation. To support this work, a new Personal Review system for staff is being implemented
- **Staff Charter**- introducing core behaviours, developed by our staff, which we believe our people should display every single day, regardless of rank or role.

A comprehensive strategy will now be developed alongside this plan to ensure the objectives relating to our staff are delivered upon. A primary purpose of this document will be our ongoing commitment to providing a workforce which accurately reflects the communities we serve. It will also recognise the service our staff provide to deliver on this according to our existing equality and inclusion objectives and those set by Government as part of its fire reform agenda.

The service our staff provides to local people covers some key areas. These are:

Prevention

Our work to prevent incidents occurring in the first place is supported by every part of the organisation and we engage with relevant

members of the public at almost every stage of their lives. Key areas of work include:

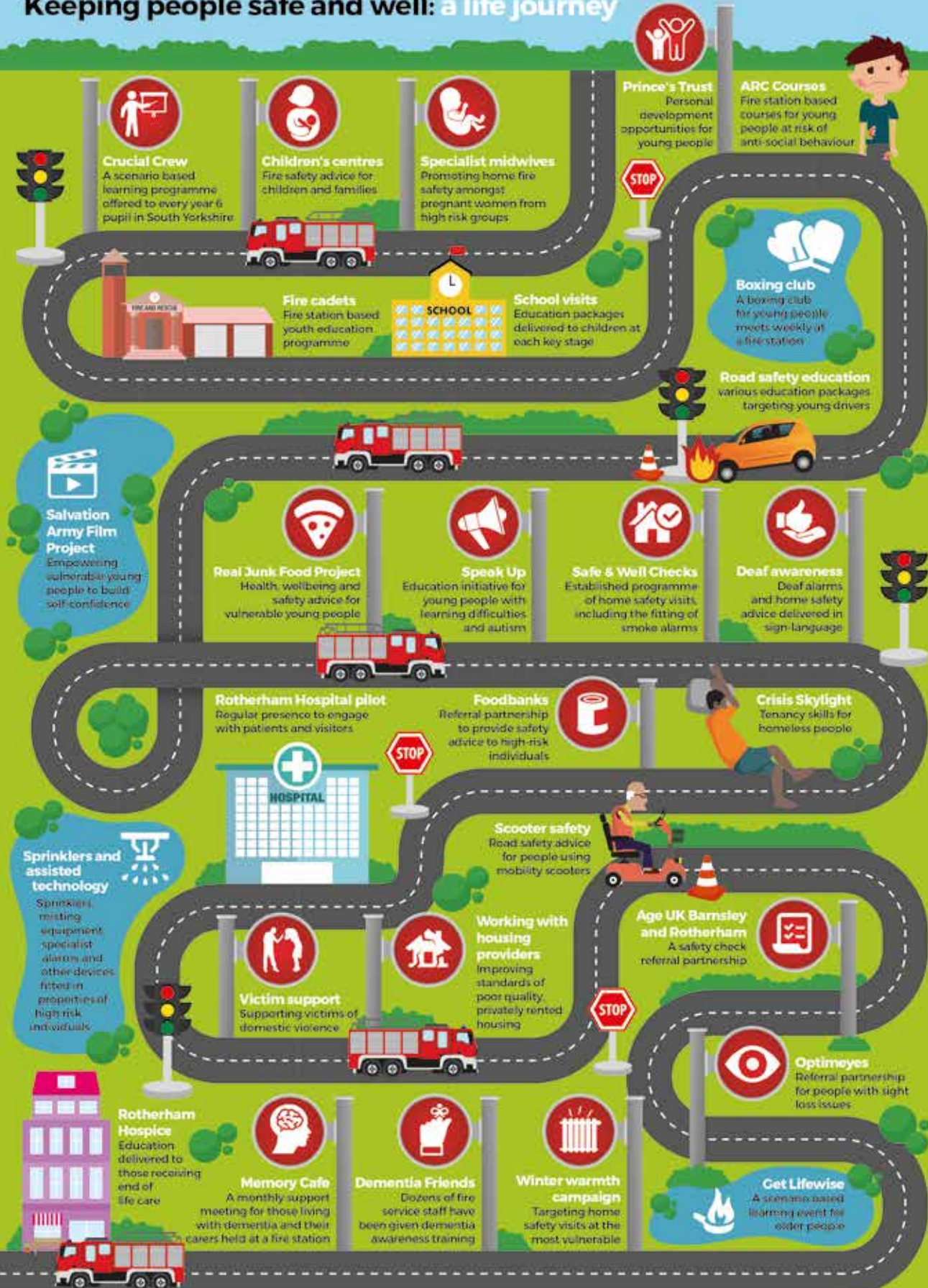
- Home Safety Checks
- Road Safety Education
- Arson Reduction
- Schools Fire Safety Education
- Youth Engagement

Increasingly, this work is extending to more than just fire and road safety, with much of our work taking on a much wider public health focus- from the tens of thousands of school children who receive Cardio Pulmonary Resuscitation (CPR) training via the Lifewise Centre in Rotherham, to our work with Royal National Institute for the Blind (RNIB) to refer people for sight loss support through the successful Optimeyes scheme in Sheffield.

Our mission and priorities



Keeping people safe and well: a life journey



Protection

We are responsible for enforcing the provisions of the Regulatory Reform (Fire Safety) Order 2005, a piece of legislations which applies to virtually any place other than single private dwellings. We are also committed to helping all businesses. This work includes:

- Enforcing fire safety legislation
- Fireworks and petroleum licensing
- Business engagement
- Sprinkler advocacy
- Reducing unwanted fire signals (false alarms)
- Forming Primary Authority Schemes

Response

This includes our response to a wide variety of incidents and involves several functions; from firefighters on fire stations who respond to incidents in the first instance and more senior managers who take charge as incidents escalate, to our Control room operators who take 999 calls. Incidents we respond to include:

- Fires
- Road traffic collisions
- Specialist rescues, including from water, confined spaces and height
- Flooding
- Animal rescue
- Gaining access to assist other agencies
- Medical emergencies (under the Emergency First Responder scheme)

Resilience

The National Risk Register takes into account all national risks, but not all apply to South Yorkshire. These risks are nationally graded and then locally analysed to see if and where they sit within our community risk register. The risks which currently feature highly for South Yorkshire are:

- Pandemic Flu
- Coastal Flooding
- Widespread Electricity Failure
- Catastrophic Terrorist Attacks
- Poor Air Quality Events
- Crowd Related Disorder
- Severe Weather Flooding
- Dam Reservoir failure or collapse

Locally, we chair the South Yorkshire Local Resilience Forum and are members of its associated sub-groups. The forum brings together all agencies with a significant role to play in responding to and recovery from the effect of emergencies, and was formed to meet the requirements of the Civil Contingencies Act 2004. Its work includes making sure responders work together to minimise community risk and respond collectively in the most appropriate and effective manner where emergencies occur.

National resources are strategically located within fire and rescue services throughout the UK to provide an emergency response to larger scale incidents and disasters. In South Yorkshire, we have an Incident Response Unit (IRU) which is used for mass decontamination and High Volume pumps (HVP) which are used for widespread flooding incidents where greater pumping capacity is required.

We also have regional and national mutual aid arrangements in place which are activated to support fire and rescue services elsewhere and provide an ability to bring resources into the county when necessary.

Our change journey so far

Our budget has reduced significantly since 2010. We have lost more than £14 million in our Government funding- a 25 per cent overall cut. This has created significant challenges and prompted us to change the way we deliver some of our services- but our approach has always been to protect our core, emergency response service as far as possible.

That's why key changes have included:

- **Reducing management costs** by cutting the size of the executive team from 5 to 4 and reducing the number of other senior and middle managers across the organisation
- Completing **two reviews of support services**, reducing non-firefighter staff costs to protect frontline services
- **Reviewing non-pay spending** across the service to cut unnecessary expenditure and become more efficient

We have also changed the way we work in a number of areas to maximise availability of our resources, work more efficiently and, in some cases, extend the range of services we offer to members of the public. This includes:

- Introducing **Small Incident Units** at Cudworth and Birley Moor fire stations to provide a more appropriate response to small fires, which make up the majority of fires which we are called to attend
- Introducing **Close Proximity Crewing** at four fire stations, reducing staff costs with no impact on our immediate 999 response from those stations

- Introducing the **Emergency First Responder** scheme at three of our on-call fire stations. This sees firefighters called out to respond to medical emergencies at the same time as an ambulance, providing an enhanced medical response in rural parts of the county
- Replacing Combined Aerial Rescue Pumps with two **Turntable Ladders**
- Providing four **Heavy Rescue Pumps** to give us enhanced capability at specialist incidents
- Developing our established Home Safety Checks service to deliver **Safe and Well visits** in Doncaster
- Transforming our work with young people by introducing the **first Princes Trust Team Programme** in the country to be jointly delivered by the fire service and police.

Inevitably though, the extent of our funding reductions have meant that we have had to make some difficult decisions about the services we provide and the way in which they are delivered. Those decisions, together with the careful management of our finances during this period, have put us in a relatively stable financial position.

Our finances

Our Efficiency Plan was accepted by the Government in 2016 and has resulted in a three year fixed term grant funding settlement. This has given us greater certainty over the resources available to us to deliver our service to the public during the three year period of this plan. However, we still face a cut on our Government grant of £3.2 million over the period and must continue to find ways of providing our service more efficiently.

Strong financial planning and the timely delivery of efficiency saving proposals enabled us to build up reserves of around £22.4 million at the end of 2015/16.

We propose to use a significant proportion of these reserves to fund our capital spending programme over the course of this plan. This has already been set out in our Efficiency Plan.

Spending our reserves on necessary capital projects will significantly reduce the amount of reserves we hold, whilst improving our medium term revenue position. We will retain a smaller amount of other earmarked and general reserves, to provide for other initiatives and unexpected future costs, such as insurance and operational contingency.

Funding 2016/17 to 2019/20

Assumptions

- Settlement funding reductions as per provisional settlement figures 15th December 2016
- Council tax base figures provided by districts Jan 2017
- Council tax base increase in 18/19 & 19/20 of 0.5%
- Collection fund surplus in 18/19 & 19/20 of £250k

	2016/17 £m	2017/18 £m	2018/19 £m	2019/20 £m
Baseline funding	14.340	14.750	15.110	15.650
RSG	12.770	10.420	9.110	8.280
Central Funding	27.110	25.170	24.220	23.930
Council Tax	22.771	23.683	24.270	24.872
Collection Fund Surplus	0.556	0.470	0.250	0.250
Total Council Tax Funding	23.327	24.152	24.520	25.122
Section 31 *	0.360	0.356	0.210	0.210
Total Funding	50.797	49.685	48.950	49.262

Responding to a changing world

The world we operate in has changed in more ways than just our available funding. Developments in technology, changes in Government policy and new demands on us and our partners mean we face new and emerging challenges and opportunities.

Some of the changes we have considered as part of this plan include:

Policing and Crime Act 2017

Once enacted, this law will enable Police and Crime Commissioners to take responsibility for the fire and rescue service where a local business case is made. It also places a duty on fire, police and ambulance services to work more closely together and to collaborate to deliver a better, more efficient service to the public. We have outlined the steps we plan to take to meet this duty elsewhere in this plan.

Fire Service Reform

Responsibility for national fire policy moved from the Department for Communities and Local Government to the Home Office in 2016. The Home Office has been clear about its intention to reform the way in which fire and rescue authorities provide their service and has already taken steps to promote transparency, streamline procurement and promote a more diverse workforce. The fire service reform agenda is further informed and supported by Adrian Thomas' Independent Review of Terms and Conditions for Operational Staff in the Fire and Rescue Service, which makes 43 wide ranging recommendations, some of which are for individual fire and rescue services to respond to.

Fire as a health asset

A new partnership has been established between NHS England and the fire and rescue services to use their collective capabilities and resources more effectively to enhance the lives of older people and those with complex conditions. Working together with Public Health England, the Chief Fire Officers Association, the Local Government Association and Age UK, the group has established a new working relationship aimed at improving the quality of life for people who would benefit from brief health and wellbeing interventions in their own homes, and better coordinated public services. We are already supporting this partnership in South Yorkshire, as outlined elsewhere in this plan.

Devolution

The nature of Local Government is changing and from 2018 Sheffield City Region is likely to have its own directly elected mayor. Whilst this is not expected to impact directly upon the work of the fire and rescue service, we are aware of the effect this may have on the way in which our local authority partners in the region are governed and may operate.

Local Infrastructure

A SMART motorway, located between junctions 30 and 35A on the M1, uses active traffic management (ATM) techniques to increase road capacity through the use of variable speed limits and use of the hard shoulder at busy times. Benefits include smoother traffic flows, more reliable journey times and, importantly for us, fewer road traffic collisions.

Possible disadvantages could include congestion for emergency service vehicles getting to incidents.

Other major local infrastructure projects include:

- The new FARRRS Link Road, which has been built to significantly improve access to Doncaster Sheffield Airport and open up new development sites along the route
- The continued development of the Enterprise Zone, which has seen at least 18 new companies move into the advanced manufacturing park close to the M1 in Rotherham
- High Speed Rail 2 which will pass through South Yorkshire and on which work is expected to begin towards the end of the lifetime of this plan. A National College for High Speed Rail is being built in Doncaster as part of this national infrastructure project.

New Technologies

Technological developments continue to offer opportunities for improving the safety of both the people we employ and the people we are here to protect. These technologies range from the evolution of driverless cars and the development of cooker shut-off devices for older people living with dementia, to the invention of new pieces of equipment to improve the safety and training of our staff. We expect many such developments to contribute to an ongoing downward trend in the number of emergency incidents the fire service is called to respond to.

National Resilience

This plan has been written at a time of ongoing national and international threat, such as a series of catastrophic terrorist attacks globally and an increase in severe weather flooding nationally. We already have duties under the Civil Contingencies Act 2004 and have considered our role in supporting national resilience arrangements as part of this plan.

Risk Management

As a fire and rescue service we are responsible for delivering a wide range of services to our communities. These are set out clearly in the Fire and Rescue Service Act 2004.

Our responsibilities include:

- Firefighting - extinguishing fires and protecting life and property in the event of fires
- Road traffic collisions – protecting and rescuing people from serious harm in the event of a road traffic collision
- Fire safety – promoting fire safety, including provisions taken to prevent fires and means of escape from buildings in the event of fire
- Response to other civil emergencies

South Yorkshire occupies a pivotal position as a national hub of activity. It has a unique geographic advantage which has a national hinge-point with its connections both east-west and north-south between the northern cities and the rest of the UK and internationally. With a population of over 1.3 million, South Yorkshire has great economic and social potential. It contains two airports, a network of motorways, many heritage sites and various major river systems.

Our approach to managing risk is summarised as follows:

1. Identify the risks
2. Consider key influences
3. Analyse the risk
4. Develop strategies to reduce the risks
5. Develop a plan to deliver on those strategies
6. Consult on our approach
7. Continually review our approach

Community and Housing Risk

We use information to identify the people, areas and groups that are more likely to be at risk from fire and other emergencies. This allows us to use our resources as effectively as possible to reduce risk in the community. In particular, we use data relating to deprivation,

age and lifestyle to inform our decision making. Almost two thirds of South Yorkshire are in the bottom half of the most deprived areas in England, according to the Index of Multiple Deprivation. This is a key factor when determining risk from fire.

New homes and changes in population can affect the risks in a community. In June 2010, the government announced the abolition of regional strategies in favour of local councils developing their own core strategies within a local development framework. This allows local councils to set strategies on the number of new homes which will have to be built in each area. There is a degree of uncertainty regarding future housing and commercial developments but it is thought that by 2026, at least 50,000 new homes will have been built in South Yorkshire.

National research has found that new homes tend to have the lowest rates of fire (0.7 per 1,000 per year) compared to areas of high density social housing (3.3 per 1,000 per

year). However, we will continue to review the potential impact of any new housing developments on the delivery of our service in the future.

Diversity within our community is also considered within our Diversity in the [Community Handbook](#).

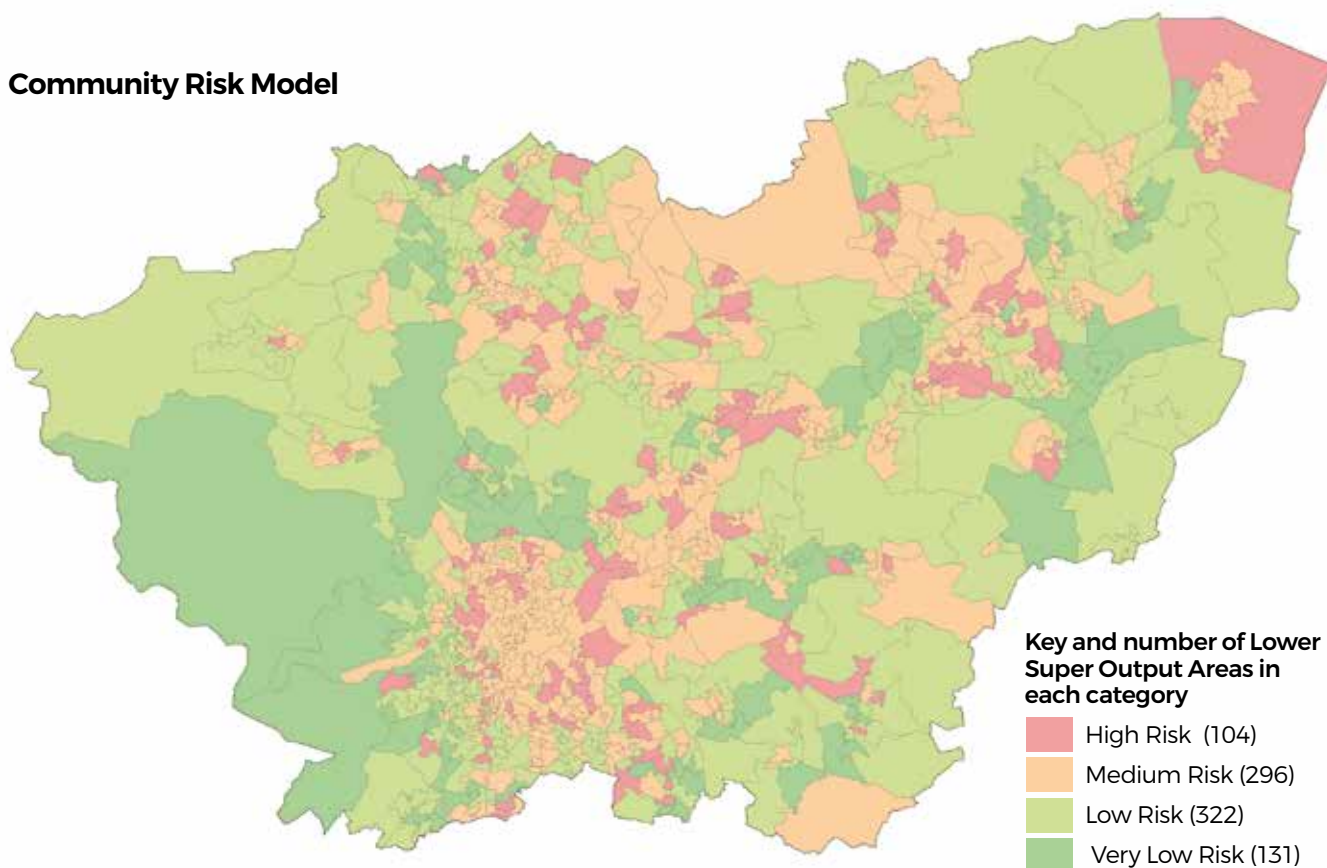
Environmental Risk

The impact of climate change and projected extreme weather conditions has the potential to increase incidents such as flooding, which may in turn place extra demands upon our resources.

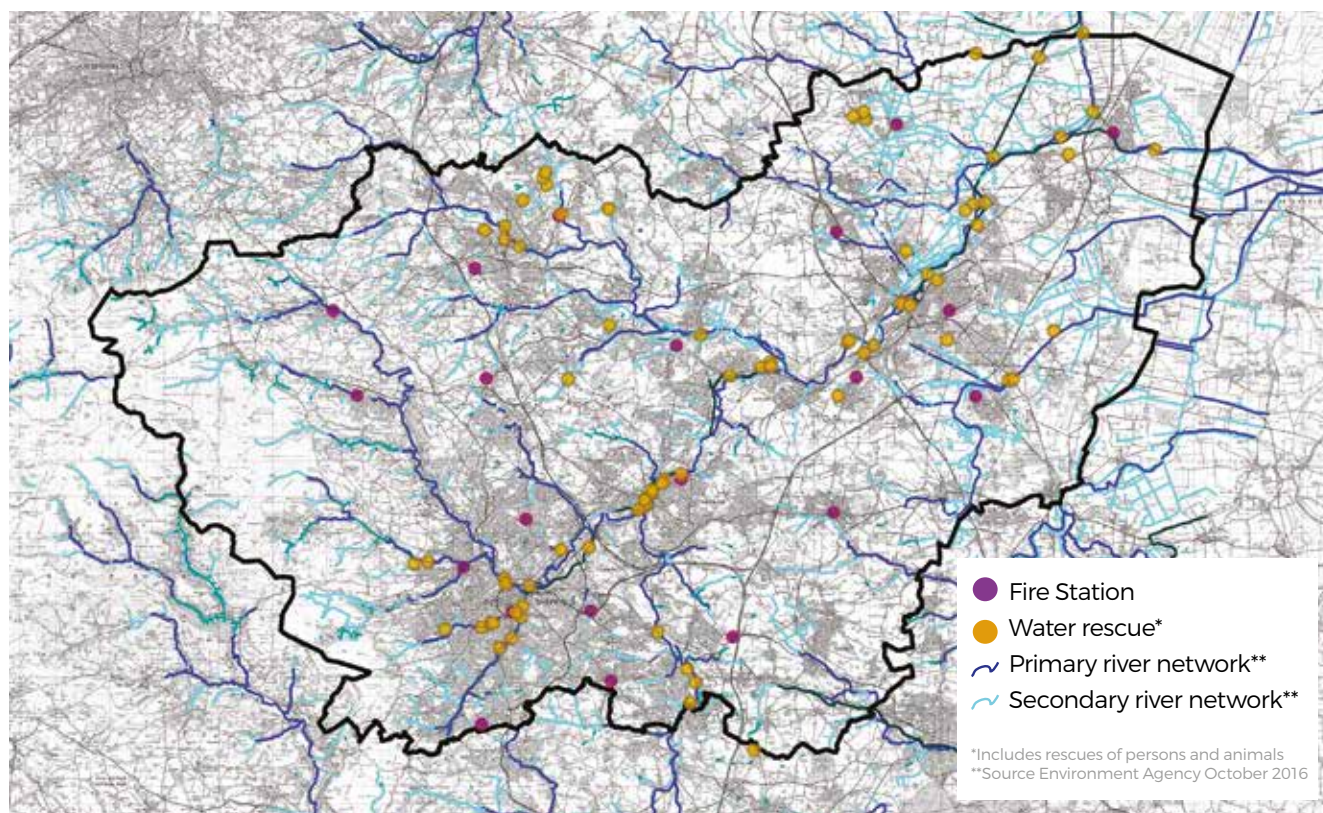
Water Related Risk

On occasions, our firefighters attend incidents which involve working in or around water, ice and deep mud. Specially trained crews are expected to attend these types of incidents with the purpose of saving life or rendering humanitarian services.

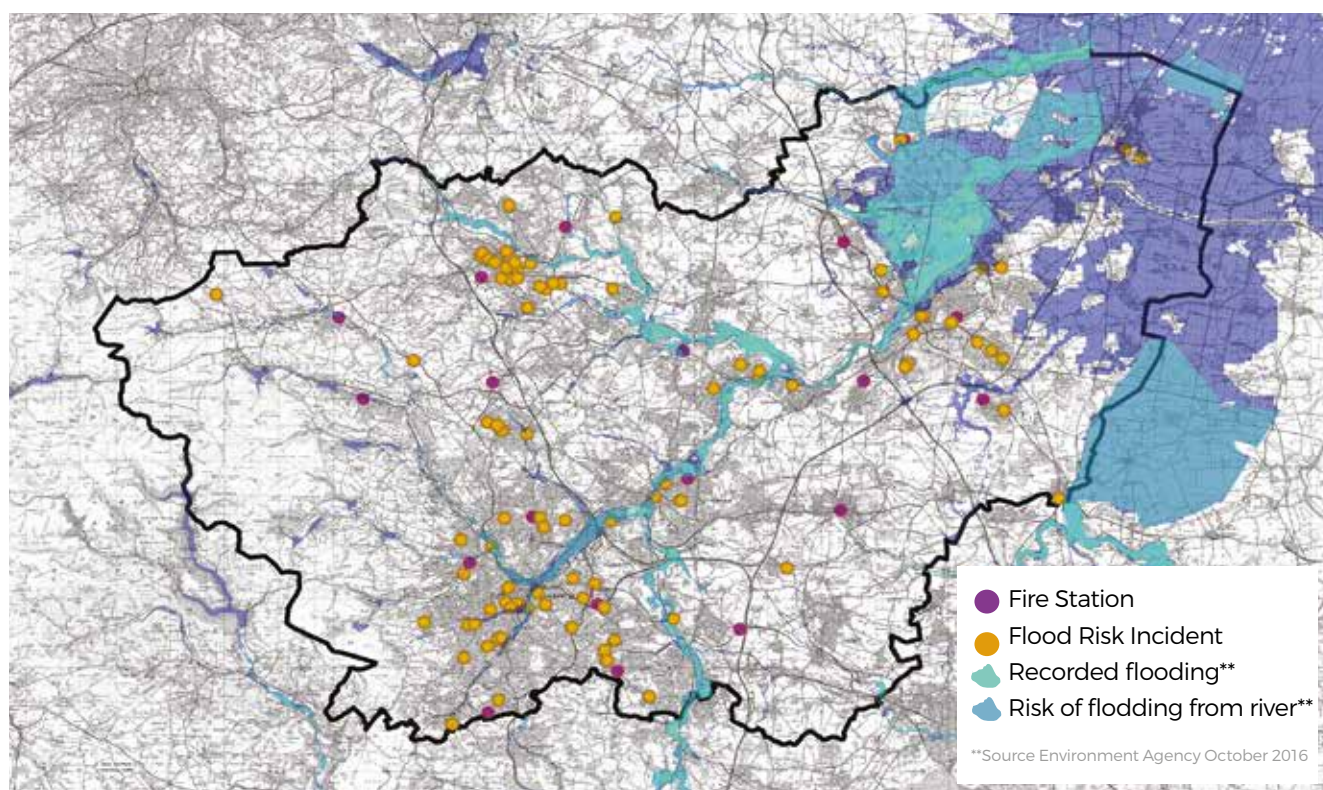
Community Risk Model



Water Rescues (01/04/2013 to 31/03/2016)



Flood Risk (01/04/2013 to 31/03/2016)

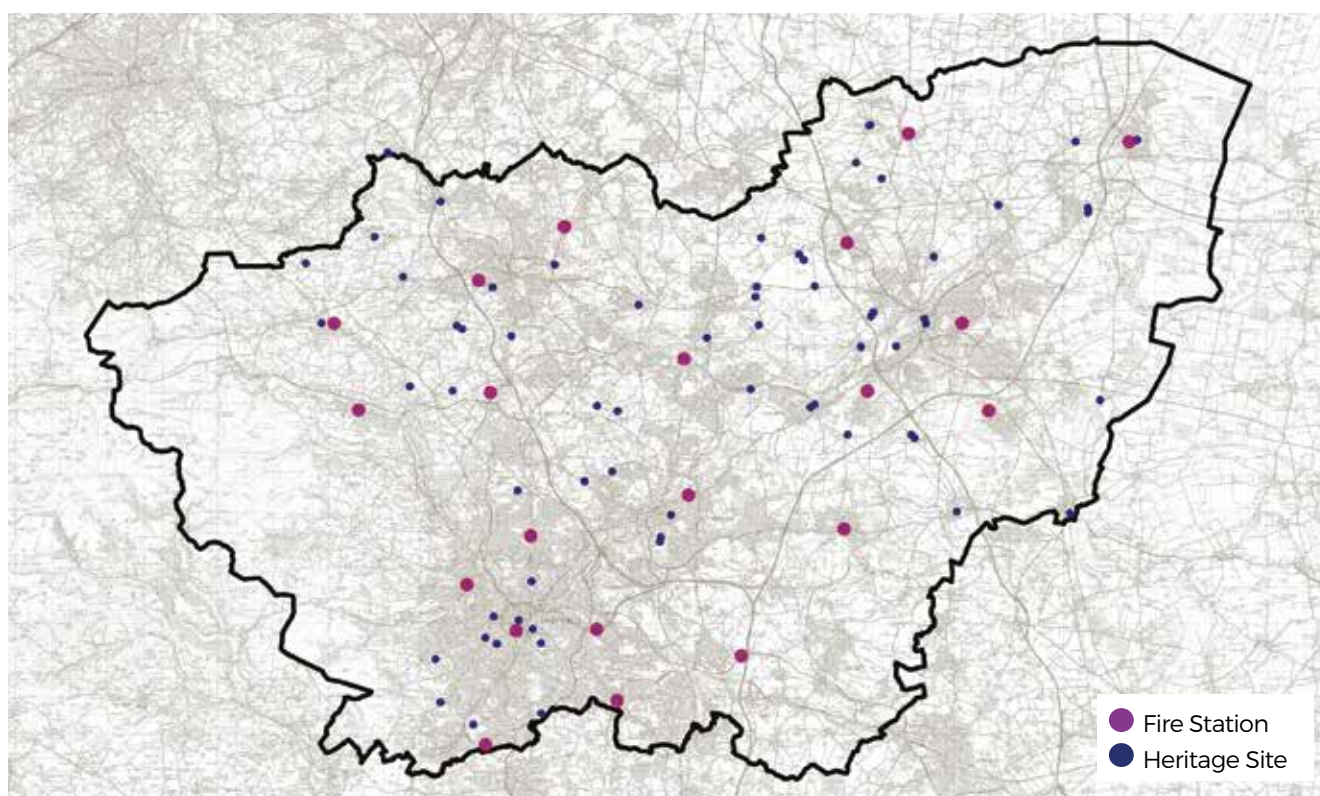


Heritage risk

The term 'heritage risk' relates to historic buildings, stately homes, monuments, museums, historic parks and other attractions. There were 823 Grade I and II* listed buildings, monuments, archaeological sites, landscapes and conservation sites at risk across the Yorkshire region in 2016.

South Yorkshire itself is home to a number of national heritage sites and although the number of these sites in comparison to

domestic dwelling is few, we recognise the unique risk they pose if involved in fire. Sites remaining on the 'at risk' register in South Yorkshire include Broadsworth Hall, Conisbrough Castle, Monk Bretton Priory, Roche Abbey, Oakes Park at Heeley, and structures within Sheffield General Cemetery, Sharrow. The most important buildings also have their own salvage plans should a disaster occur, which are made available to us and enable us to mitigate the damage in the event of fire, flooding or any other emergencies.



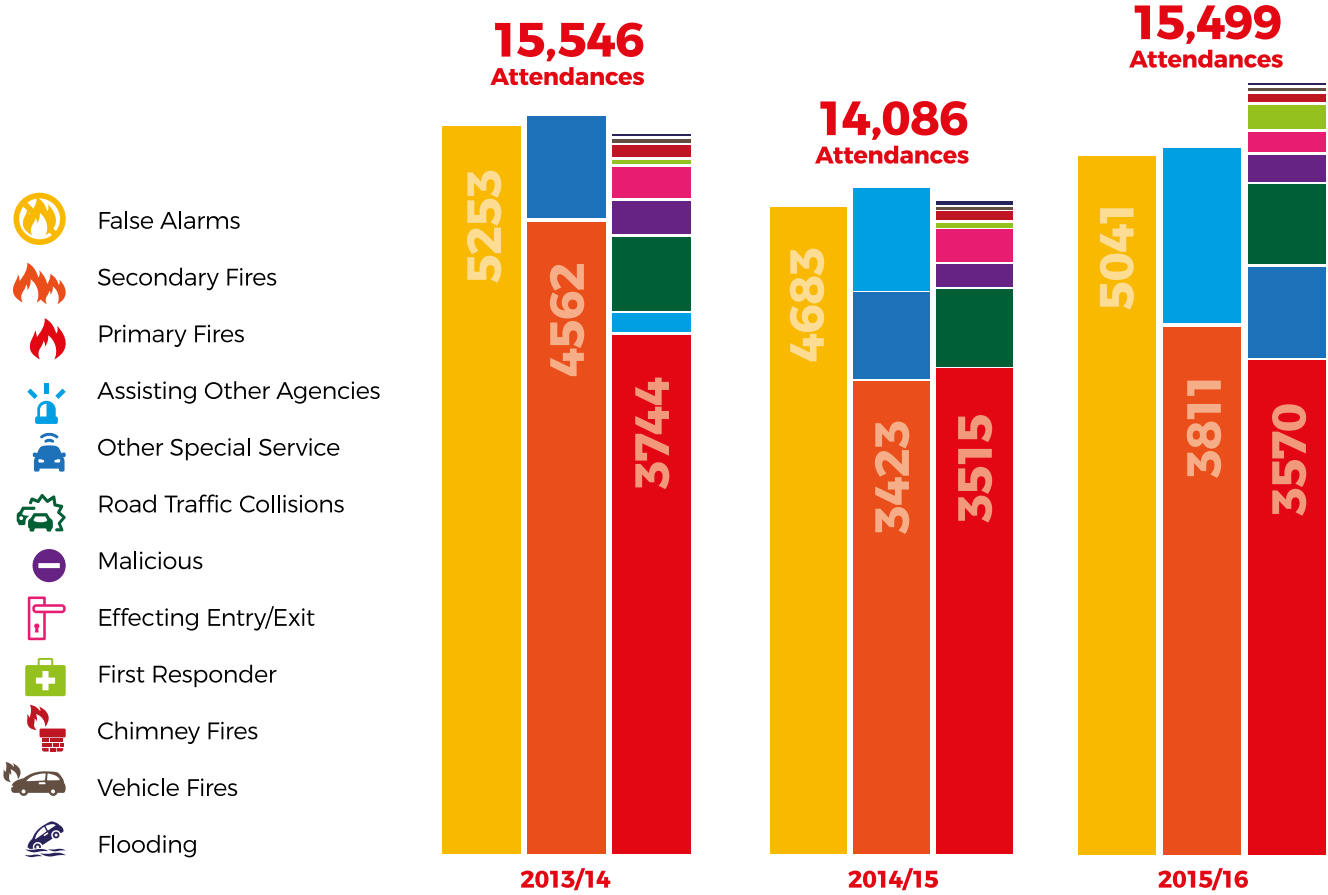
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Case Study

We have worked with the University of Sheffield, Coventry University and Edge Hill University on the Premonition project- a sophisticated modelling tool which helps us to draw together lots of different information to build up a picture of an area and to predict where there could be an increased risk from fires and other emergencies. The model simulates household behaviours with regard to fire risk activities, but also within a community and the larger network of influence. Key fire risk behaviours modelled are, for example, those associated with smoking, alcohol consumption and dangerous cooking practices. The presence or absence of these behaviours in combination with social, economic and age related factors increases or decreases an household's risk of fire.

What we are going to do

What incidents do our firefighters respond to?



Responding to emergencies

Change the staffing of the second fire engine at Central fire station

We will make the second fire engine at Central fire station day staffed, night time retained. This means it will be permanently staffed in the day time as it is now, but will be available on an 'on call' basis at night time when we know that we are less busy.

However, our aspiration is to find additional savings elsewhere in the organisation to keep this fire engine permanently available if our funding allows.

The change to the staffing of the second fire engine at Central is similar to changes we have previously announced to the staffing of the second fire engines at Barnsley, Rotherham and Doncaster fire stations. These changes were approved in 2012 and are referred to in our previous IRMP 2013-2017, but are only now being implemented.

Add second fire engines at two of our existing single fire engine stations

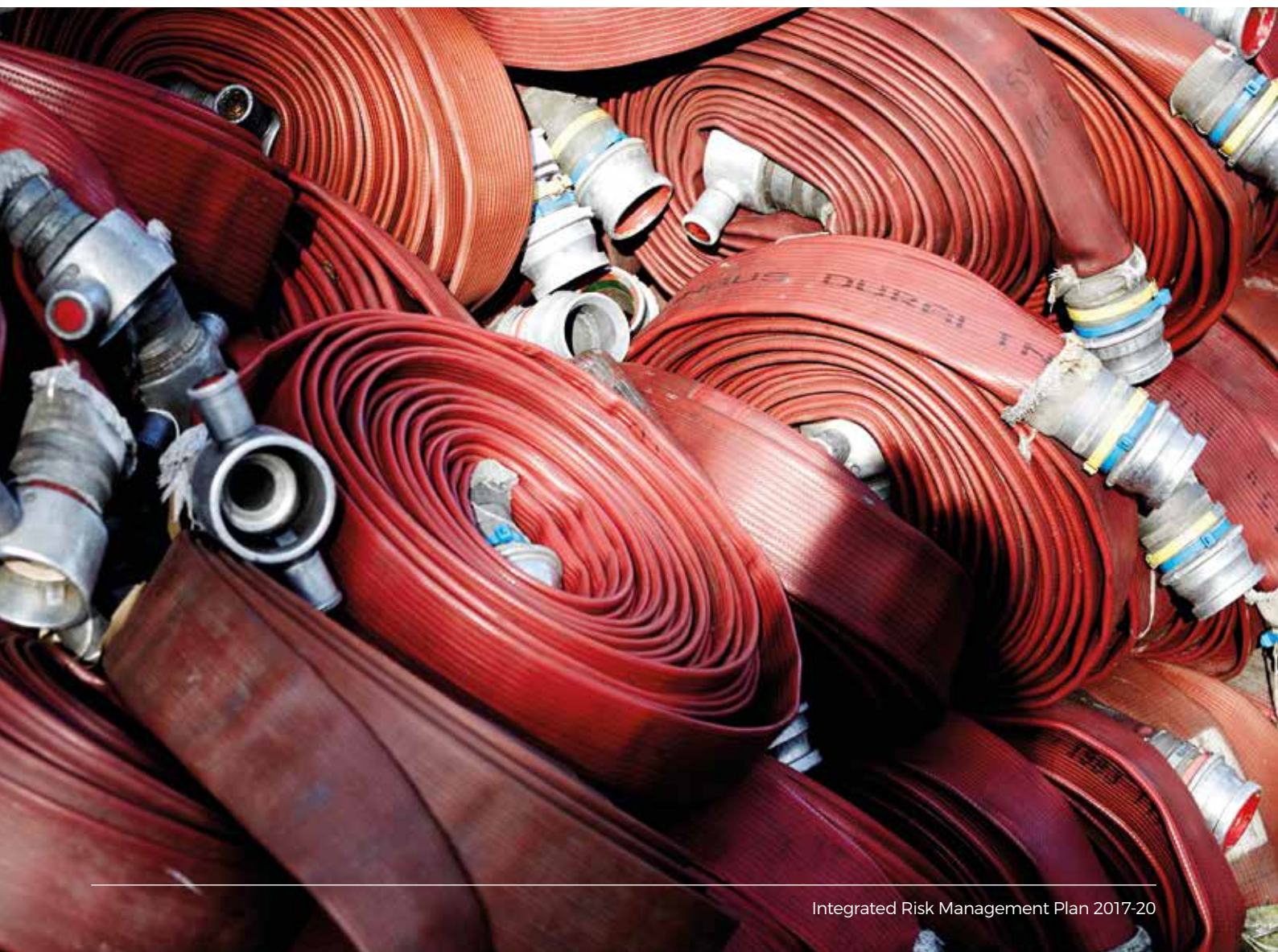
Our Efficiency Plan stated that we would increase the number of fire engines at two of our existing fire stations, from one to two. These additional fire engines would be available immediately during the day when we know we are busiest, but become 'on call' at night.

The reason for introducing these additional fire engines is to more closely match resources to demand and by increasing our capacity in the day time, when we know that we are busiest. This demand includes responding to incidents, community safety work, risk inspections and training.

We will undertake statistical analysis and computer modelling to identify the precise locations for these two fire engines, but one will be to the north and one to the south of the county.

Rebuild Barnsley fire station

The fire station in central Barnsley is nearing the end of its operational life. Rather than investing significant amounts of money to refurbish the existing station, which offers little opportunity to enhance our current provision of services on the site, we plan to rebuild the fire station and are currently working to indentify a preferred site. The new site is not expected to have any significant impact on 999 response times. We will also use the development to proactively consider all possible collaboration opportunities with our partners.



Ensure five firefighters on a fire engine

We plan to manage our resources in such a way as to have five firefighters on the first available fire engine as often as is practically possible. Currently, depending on factors including leave and training, we often only have four firefighters available on a fire engine, and at other times we have more than is required. We do not believe this is the most efficient way of providing our service to local people.

We believe the best way of staffing fire stations is likely to be either through:





























- Flexible roster system- this would see staffing managed on a local level with individual fire stations becoming self-sufficient and locally responsible for ensuring fire engines are adequately crewed





































- Optimum crewing pool- this would see the number of people needed to staff individual fire stations reduced, but an additional team of firefighters created to top up staffing, allowing for leave and training, and to ensure five firefighters on the first available fire engine as often as possible

Reconfigure firefighter training








Our aspiration is for our firefighters to be as well equipped and as well trained as possible. For this to happen, we intend to overhaul our existing training model so that our people aspire to reach a standard of excellence, not competence. To achieve this, we must take steps to manage our resources more efficiently (as outlined above). Those steps will help to maximise the time available for our crews to undertake safety critical training. We also intend to deliver more training at a local, station level and to actively consider the training needs associated with our collaboration work with other emergency service partners.

Distribution of resources before and after these changes have been delivered

Station	Crewing type (based on changes approved in 2013)	Crewing type (changes described within this plan)
Barnsley district		
Barnsley	 	 
Cudworth	 	 
Tankersley		
Penistone		
Doncaster district		
Doncaster	  	  
Adwick		
Askern		
Edlington		
Rossington		
Thorne		

Station	Crewing type (based on changes approved in 2013)	Crewing type (changes described within this plan)
Rotherham district		
Rotherham	 	 
Aston Park		
Dearne	 	 
Maltby		
Sheffield district		
Central	 	 
Birley Moor	  	  
Elm Lane		
Lowedges		
Parkway	 	 
Rivelin		
Stocksbridge		
Additional resources		
Station to be determined	n/a	
Station to be determined	n/a	

The changes approved in our IRMP 2013-17 to the staffing of the second fire engines at Rotherham and Doncaster and the Turntable Ladder at Doncaster have not yet been implemented.

-  Pump (wholetime)
-  Pump (retained)
-  Pump (wholetime at day, resilience at night)
-  Pump (Close Proximity Crewed)
-  Small Incident Unit
-  Aerial (wholetime)
-  Aerial (retained)



Review the retained duty system (RDS)

In recent years a number of national reports have highlighted that the Retained Duty System (RDS) is not being utilised to its full potential, particularly in metropolitan areas. Additionally, the Efficiency Plan criteria against which the Home Office provided us with a firm three year funding allocation includes a requirement to demonstrate more effective utilisation of retained fire fighters. A project will be established to review our existing working arrangements to ensure they are efficient and fit for purpose.

Develop a Marauding Terrorist Firearm Attack (MTFA) response team

Following recent attacks in Europe and with the threat level from international terrorism having remained at SEVERE for more than two years, there has been a national drive to review the blue light services' teams which provide the capability to respond to a terrorist attack. Several fire and rescue services throughout the United Kingdom have teams which have the capability to deal with the peripheral impact of a Marauding Terrorist Firearms Attack (MTFA) and Home Office funding is available to support teams in other key locations. Our 2013-17 Operational Plan stated that we would explore options for delivering such a team in South Yorkshire and it is now our intention to pursue this more actively over the lifetime of this plan.

Deliver the Emergency Services Mobile Communication Programme (ESMCP)

We will be working to implement the Emergency Services Network (ESN), which is a national project to replace the existing system services use for communicating on the incident ground. Operationally, it is expected to be a far more effective system and it is also expected to bring savings to the public.

We will also be upgrading our Mobile Data Terminals (MDTs) on all our front line appliances. These new devices will be able to use the new ESN network offering excellent communication throughout the county and providing reliable information to and from the fire ground which will in turn help our Command and Control function in the most efficient way possible.

Review of equipment and fleet

We are committed to providing our staff with the best available equipment with which to carry out their work. We also want to ensure we are keeping pace with new technological developments which may aid our work.

Nationally, a single, collaborative function for research and development has been created by the National Fire Chief's Council to reduce duplication, improve efficiency and enable the broader sharing of knowledge freely through the fire sector to improve the implementation of new developments. The function will test and evaluate the impact a different approach or new piece of equipment has on FRSS, firefighters and their communities.

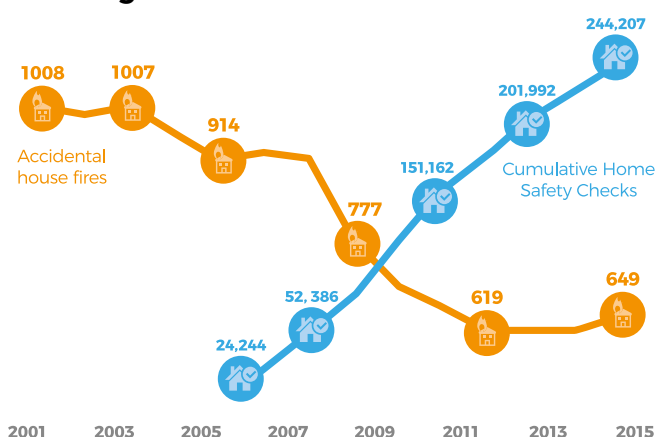
Locally, we particularly intend to review the kit our operational crews wear when carrying out their work and the type of vehicles we use to attend incidents to ensure they remain fit for purpose.



Making people safer

Our work to make local people safer is well established and has contributed to significant reductions in emergency incidents. Much of this work is delivered by a dedicated team of community safety staff, business fire safety teams and our firefighters. However, we believe we can spread our resources much further if we work with other agencies, including charities and community organisations, to meet the growing demand on this aspect of our work. The main steps we will take to achieve this are outlined below.

Impact of Home Safety Checks on reducing house fires



Targeting those most at risk

We have carried out tens of thousands of home safety visits in South Yorkshire over the last decade, including the fitting of hundreds of thousands of free smoke alarms. We believe this work has contributed to big falls in the number of accidental house fires during that time.

However, the majority of the visits we have undertaken have been to homes which are unlikely to ever suffer a serious fire. This is based upon detailed analysis of our historical incident data and the factors which we know are likely to contribute to a person's likelihood of suffering a fire.

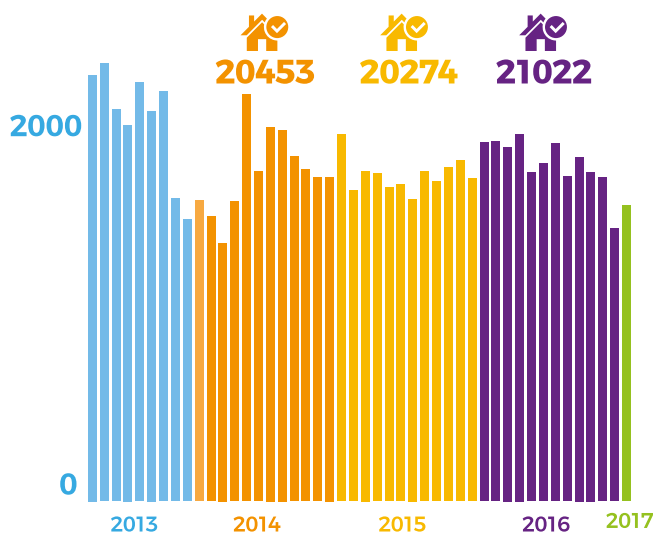


Our current Home Safety Checks service



Based on analysis of people referring themselves for Home Safety Checks in 2016

Number of Home Safety Checks carried out over time



To continue to reduce house fires, deaths and injuries we believe we need to become even more targeted in the way we deliver our prevention work.

To achieve this, we plan to change our Home Safety Checks service so that safety advice continues to be given to all, but home visits by fire service staff are only offered for free to those most at risk of fire based upon some clearly defined risk criteria.

Those who self-refer themselves to us, but who are deemed to be lower risk based upon these criteria, will be offered the information and advice to carry out a home safety check themselves, or the opportunity to pay for a home visit and smoke alarms through a third sector delivery partner.

People who are referred to us by our network of more than 130 referral partners will continue to receive a free visit by a member of fire service staff.

Expanding 'Safe & Well' visits

In the last 15 years, the fire and rescue service has developed to become the lead public service for prevention- that is, working with the community to stop incidents from happening

Case Study

Adwick fire station at Quarry Lane, Woodlands hosts a monthly memory cafe in a partnership between South Yorkshire Fire & Rescue and the Alzheimer's Society. The events provide an opportunity for people living with dementia and their carers to meet in a safe, managed environment and to take part in activities to promote mental and physical wellbeing, like games and health walks. An Alzheimers Society Dementia Support Worker also attends each meeting to give information and support to carers.

We believe the project benefits the fire service by providing a vital link with one of our key target groups in terms of vulnerability to fire. We also think the partnership also highlights the growing role that fire service assets can play in promoting health and wellbeing in the communities we serve.

in the first place. However, we believe our work to make local people safer extends to more than just preventing fires.

Society's needs are changing and it is our duty as a public service funded by the taxpayer to make every contact we have with local people count.

We are already extending the scope of our established home safety checks, to deliver a much broader range of information to people aged 65 and over in the Doncaster area. The information we give to people now includes advice around crime prevention, healthy aging and falls avoidance as well as traditional fire safety tips.

By taking the more targeted approach to where we carry out home safety visits, as outlined above, we plan to expand the delivery of these 'Safe and Well' visits to the whole of South Yorkshire.

Sprinkler advocacy

We are already one of the leading fire services in the country for our pioneering use of sprinklers in high risk residential settings, leading a UK first project to retrofit an automated system at the Callow Mount block of flats in Gleadless. That scheme is now internationally recognised for the improved safety it offers the people living within the building.

We believe sprinklers are a cost effective way of making buildings safer – they stop fires from spreading, put them out quickly and save lives. We are especially concerned about those people who are most at risk of fire such as those with mobility or mental health problems or people with dementia who may not know how to react, or be able to react quickly enough, if they hear a smoke alarm.

Over the course of this plan we commit to playing a key leadership role in helping businesses, local authorities, third sector organisations and social housing providers to better understand the benefits of sprinklers as part our commitment to reduce the impact of fire on people, property and the environment.



Case Study

We have worked alongside Sheffield City Council to make hundreds of properties in the city safer by installing lifesaving sprinkler systems. The partnership project, which was a first in the UK, saw more than 540 properties at four locations around Sheffield receive the purpose built automated equipment. Flats at Gleadless Valley, Westfield, Stannington and Netherthorpe were targeted to dramatically improve fire safety measures for residents.

Increasing engagement with young people

As well as working with local people to prevent emergencies, we believe risk management also involves building resilient and sustainable communities. Improving the life chances of young people delivers a long term social return on investment because of known links between employability and demands on public services. This includes someone's susceptibility to fire, but also extends to other issues such as crime, healthcare and the economy.

Our two main schemes for positively engaging young people are the Princes Trust Team Programme and Achieving Respect and Confidence (ARC) courses.

The Princes Trust Team Programme is a 12 week personal development course for unemployed 16 to 25 year olds, delivered jointly with South Yorkshire Police. It offers work experience, qualifications, practical skills,

community projects and a residential week. Individuals gain new skills and qualifications, mix with new people and make new friends, get help with job-hunting and CV writing and most importantly a big boost to their confidence. A national study found that every £1 invested in the programme generates £2.99 in social value.

ARC is a shorter, fire station based course which aims to highlight the consequences of anti-social behaviour and instill discipline, team spirit, fire safety awareness, life skills and values which will improve the life chances of the young people involved.

We intend to extend the reach of both of these programmes throughout the lifetime of this plan.

We will also consider how our youth engagement work may feed into future firefighter recruitment, supporting a more representative workforce in the future.

Case Study

Devon Hazeldine was a member of our first Team Programme, which enabled her to build her confidence and gain new experiences. She went on to become a volunteer and mentor on future Team Programmes and has now secured an apprenticeship with South Yorkshire Police.





Collaboration with our partners

Our achievements so far

We were collaborating with our emergency services partners well before the recent focus on the opportunities in this area made this a priority. The collaborative work we have developed so far means we are already sharing physical assets like buildings and IT systems, as well as responding jointly to some categories of incident.

Some of our key achievements in this area include:

- A **joint police and fire station** in Maltby, which will open in spring 2017. The benefits of this project include shared operational learning between the two services based at this site, as well as shared running costs
- **Ambulance stand-by points** are being introduced at five of our fire stations (Aston Park, Barnsley, Birley Moor, Edlington, and Parkway), which are being modified to allow ambulance staff to share space
- **Lifewise**, which is a jointly run interactive safety centre with South Yorkshire Police which opened in 2011 to deliver education packages to thousands of local people
- A **new control and mobilising system** has been jointly procured as part of a project with West Yorkshire Fire & Rescue. The new system gives both services increased resilience and improved business continuity measures
- We also became the first fire service in the country to formally begin **gaining access to properties on behalf of other agencies**. This work saves police time, assists the ambulance service and provides a quicker response for the public.

Case Study

We have attended more than 2,500 'medical break-in' incidents since July 2014- when we became the first fire service in the country to take on this type of work.

It sees firefighters provide humanitarian assistance at emergencies where people are thought to be in need of urgent medical attention, but where ambulance service paramedics cannot get to them, for example when they are locked indoors.

Firefighters will normally use specialist equipment to break into properties, allowing paramedics to quickly deliver help to patients. The equipment and skills they use also mean less damage is caused when entering properties and crews can help to make the scene safe afterwards.

The work used to be carried out by police officers, so is helping to save thousands of hours of police time each year. The scheme was the first of its kind in the country when it was first trialed in Rotherham in September 2014, but has now been adopted by other UK fire and rescue services.



- Three of our fire stations now operate an **Emergency First Responder** (EFR) scheme, whereby firefighters are called out to certain life-threatening incidents at the same time as an ambulance

Our commitment to do more

A collaboration executive steering group has been established in South Yorkshire and will continue to explore meaningful opportunities for working more closely with our emergency services partners. The group includes the Police and Crime Commissioner, the Fire Authority Chair, the Chief Constable, the Chief Fire Officer Police and other partners where relevant, ensuring a strategic overview of our work in this area. Over the period of this plan we will continue to proactively explore opportunities for:

- Shared resources, including buildings and systems
- Shared services, including community safety work and support functions
- Improved emergency response delivery, including interoperability and shared operational learning
- Joint procurement of systems and equipment

We also believe that opportunities for collaboration should not be restricted to work with our blue light partners alone. We know that there are links between the people who need the help of the health services, and those who are at risk of fire. So strengthening our knowledge and referral mechanisms through collaborative working with these agencies must surely benefit our public safety objectives, as well as those of partner agencies.

Case Study

An award-winning joint fire and police team set up to reduce demand on 999 responders in Sheffield has visited hundreds of homes in the city during a six month pilot. The Local Intervention and Falls Episodes (LIFE) team, also supported by Yorkshire Ambulance Service NHS Trust, sees staff visit homes to reduce fire risk in properties, improve security and help people who have fallen. The team operates using two specialist vehicles and consists of four staff – two South Yorkshire Fire & Rescue employees and two South Yorkshire Police community support officers (PCSOs). Some of the work the team carries out traditionally takes police officers and paramedics off the road for many hours. We intend to expand this team to other parts of South Yorkshire as part of our duty to collaborate with our partners, reduce demand and make people safer.



Action Plan

Commitment	Why we are doing it	What the effect will be
Change staffing of the second fire engine at Central fire station	To ensure our resources are better aligned to our demand	Cover provided by the second fire engine will be reduced to 'on call' at night, but remain full time in the day
Add second fire engines at two additional fire stations	To ensure our resources are better aligned to our demand	Day time cover at two fire stations will be increased
Rebuild Barnsley fire station	To explore collaboration opportunities with partners	Expenditure as already outlined in our Capital Programme
Ensure five firefighters on a fire engine	To manage our resources more efficiently	Alternative way of staffing fire stations to be found, without affecting fire cover
Reconfigure firefighter training	To ensure the safety and expertise of our staff	More efficient delivery of training
Review the retained duty system	To ensure we are using retained fire fighters most effectively	Increased availability of 'on call' firefighters
Develop an MTFA response team	To respond to the threat of international terrorism	Improved local and national response to MTFA situation
Deliver ESMCP locally	To deliver on a national requirement to upgrade existing command and control systems	Improved incident ground communication
Review of equipment and fleet	To ensure the safety and expertise of our staff	Possible procurement of new kit, equipment and vehicles
Target home safety visits at those most at risk	To reduce house fires, deaths and injuries	Our Home Safety Checks service will only be offered for free to those most at risk, but advice will still be offered to all

Commitment	Why we are doing it	What the effect will be
Expand Safe & Well visits	To extend the reach of our prevention work beyond fire safety alone	Safe & Well visits to be delivered across the whole of South Yorkshire
Sprinkler advocacy	To reduce fire deaths in South Yorkshire	An increase in the number of sprinklers fitted by other organisations in high-risk homes
Increase engagement with young people	To support resilient and sustainable communities	Expansion of our Princes Trust Team Programme and ARC Courses
Collaborate with our partners	To respond to the new statutory duty for us to collaborate with our partners	Consideration of all possible areas for collaboration and the expansion of existing joint working

Our previous Integrated Risk Management Plan (2013-17) was approved by the Fire Authority in 2013 and stated that we would make the following changes to frontline cover which have not yet been implemented:

- Change the staffing of the second fire engine at Doncaster fire station so that it is available permanently in the day, but becomes 'on call' at night

- Change the staffing of the aerial appliance at Doncaster fire station so that it becomes 'on call'

These changes were postponed for as long as our funding allowed, but will also now be implemented over the lifetime of this plan.

About this plan

All fire and rescue authorities must provide a plan which sets out the steps they will take and resources they need to improve public safety, reduce fires and save lives. This is known as an Integrated Risk Management Plan (IRMP). It must be publicly available, reflect consultation with stakeholders and demonstrate the most up-to-date analysis of local risk.

The purpose of this document is to outline how we will meet the requirements of the National Framework 2012, which sets out the Government's expectations and responsibilities for fire and rescue authorities. In addition to the National Framework, all fire and rescue services have duties under the Fire and Rescue Services Act 2004 and Civil Contingencies Act 2004 to respond to risk.

We have undertaken a process to consider the whole range of foreseeable fire and rescue related risks and developed this plan to explain how we plan to protect our communities and respond to emergency incidents. This document also serves as our corporate plan

and sets our direction and priorities for the next three years, making it clear what we want to achieve between 2017 and 2020.

The issues and changes described in this plan have been considered alongside similar strategic plans produced by our partners- including those of our local authority partners, public health agencies and the South Yorkshire Police and Crime Commissioner's Police and Crime Plan.

The period covered by this plan matches the period covered by our [Efficiency Plan](#). Submitted to and approved by Government in 2016, our Efficiency Plan explains the steps we will take to meet requirements set by the Government to secure a three year, fixed funding settlement. It covers areas such as managing the availability of our resources to more flexibly meet our demand, greater use of retained firefighters, collaboration with other emergency services and the publication of information to make our work more transparent.

Consultation on this document

The final version of our plan was published following a period of consultation with a diverse group of people, including local residents, partner organisations and our own staff. Their views were conscientiously considered as part of the plan's development.

Contact us

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