



Integrated Risk Management Plan 2017-20

Update | Autumn 2017



**South Yorkshire
FIRE & RESCUE**

Our commitment to local people

Our Integrated Risk Management Plan (2017-20) was approved by the Fire Authority in April 2017, following a period of staff and public consultation.

We said that the vision within the plan was to provide the best possible service to the people of South Yorkshire given the resources available to us.

As a consequence of the process of constantly reviewing the service we provide, the identified risks in South Yorkshire and the resources at our disposal, we believe it is now appropriate to provide an update to this plan.

A more optimistic approach

Since 2010, we have suffered significant cuts to our Government funding, which have reduced our operating budget by around 25 per cent. In managing these funding reductions, we have been cautious in the way we have planned our spending and used our reserves. This approach has enabled us to remain relatively strong financially.

However, although there remains significant uncertainty about how our financial situation might change beyond 2020, we believe we can now adopt a more optimistic approach to planning our resources in the immediate and medium term. This is as a result of:

- A more stable, medium term financial situation both locally and nationally
- Changes to the way we plan our spending, with a sharper focus on aligning our budget with our operational demand and workforce planning

- Sufficient reserves to withstand any additional short term cost pressures or additional funding cuts and to support the essential investment. This investment includes rebuilding or refurbishing fire stations and the planned replacement of firefighting vehicles and equipment used to protect local people.

What this means for our previous plans

As a result of greater clarity in planning our finances up to 2020, we now believe that, for the time being, we no longer need to make some of the changes to our frontline, 999 services proposed in earlier plans. Specifically, we will not be progressing the proposals to:

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

We had planned to reduce the cover of the second fire engine at Central to full time during the day and 'on call' at night. We will now not make this change and both fire engines at this fire station will remain full-time.

Changing the staffing of the second fire engine at Doncaster fire station

We had planned to reduce the cover of the second fire engine at Doncaster to full time during the day and 'on call' at night. We will now not make this change and both fire engines at this fire station will remain full-time.

Change the staffing of the aerial appliance at Doncaster fire station

We had planned to make the aerial appliance at Doncaster fire station 'on call'. We will now not make this change and the aerial appliance will remain dual crewed.

The remainder of the objectives in our Integrated Risk Management Plan 2017-20 remain unchanged at this time.

These remaining objectives include changes to the way we deliver some of our community safety work, collaboration with our partners and objectives around fire engine staffing and training.

There is no opportunity to reverse changes which have already been made to frontline services as a result of previously published plans. It is only as a result of implementing those changes, that we are now able to adopt a more optimistic approach.

It should be recognised that, given the uncertainty of funding allocation beyond 2020, no guarantees can be offered around the permanency of these revised proposals. We will however, commit to continually endeavouring to provide the best possible service we can, within our financial constraints.

It should be recognised that, if the service is no longer in a position to continue to use the Close Proximity Crewing (CPC) system at our four existing CPC stations as a result of a pending court appeal, we will need to consider alternative ways of saving the £1.6 million annually that the use of this system provides. This is likely to involve making four of our single fire engine stations day staffing, night time retained, which would mean a reduction in our 999 response service to the public, compared to our current position. This would also involve us considering an alternative station within the Doncaster area for this change, than the current CPC fire station.

Meeting operational demand

One of the major commitments we made in our IRMP 2017-20 was to ensure five firefighters on our fire engines as often as is practically possible. To achieve this, we have started to establish an Operational Resource Team (ORT), which will provide the flexibility to meet this objective, whilst managing the demands of leave, sickness and training.

As a result of the work we have carried out to set up the ORT, we have revised our approach to workforce planning. Traditionally, we have used terms such as 'establishment' (how many people we need) and 'strength' (how many people we have) to manage the recruitment of people to provide our service to the public. However, for a variety of reasons, we don't believe this results in the most accurate predictions of our operational demand and these terms may be confusing.

We are moving to a process whereby we plan our workforce based upon the number of shifts we need to resource our current fire stations and fire engines relative to the number

of people actually available. These shifts are provided by staff working a variety of crewing systems, including '2-2-4', day staffing and close proximity crewing work patterns.

We believe that adopting a shift-based approach to our workforce planning will allow us to more accurately align our financial resources with our actual operational demand in the future, as well as supporting a more flexible approach to the way in which we provide our service to local people.

Establishing a new vision

Whilst this plan establishes a revised set of priorities for how we propose to deliver our services, it does not tell the whole story of who we are and what we do for local people. Following the adoption of this, revised Integrated Risk Management Plan, work will continue to develop a refreshed vision and purpose, so that every member of staff, regardless of rank or role, will know the part they play in achieving our ambitions.



Revised 2017-20 Action Plan

Commitment	Why we are doing it	What the effect will be
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 replace one of our oldest buildings with a fit-for-purpose facility and explore collaboration opportunities with our partners	Planned expenditure as already outlined in our approved Capital Programme 2017-19
Ensure five firefighters on the first available fire engine	Optimum crewing size and removes need for third fire engine at most house fires	Most effective response
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 MTA response team	To respond to the threat of international terrorism	Improved local and national response to MTA situation
Deliver ESMCP locally	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, and the effectiveness of our response	Modern, fit for purpose equipment and appliances/ vehicles
Target home safety visits at those most at risk	To reduce house fires, deaths and injuries in the homes of the more vulnerable	Our Home Safety Checks service will only be offered for free to those most at risk, but advice will still be offered to all
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

About this update

This update should be read alongside our Integrated Risk Management Plan 2017-20. This can be found on our website at www.syfire.gov.uk/performance



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