



Corporate Report
2009 to 2012



Our Vision

In 2004, we set a new Vision which is:

“Over the ten years to 2014, in North Yorkshire and the City of York, 125 more people will still be alive through the work of the new Fire and Rescue Service. This will be due to the Service having significantly reduced the likelihood and severity of fire and other emergencies. We will achieve this through the dedication of our staff working in partnership with other agencies in the community”.

This is simply summarised as:



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Focus on.....

Equality and diversity

City of York

Scarborough

Welcome to North Yorkshire Fire and Rescue Authority's Corporate Report for 2009 to 2012. The report looks back over the last year and also sets out our plans for the coming years, to show how we are working towards achieving our 125Alive Vision.

Section 1: Introduction

Welcome to our Corporate Report for North Yorkshire Fire and Rescue Authority (the Authority). The Report looks at how well we are safeguarding our communities and improving the Service, and what our plans are for the next three years.

To deliver our Service we take a balanced approach to keeping our communities safe, through prevention, protection and emergency response measures. Since the start of our journey towards our 125Alive Vision, this has delivered some excellent results year on year. Although our communities tragically suffered 2 accidental deaths and 26 injuries during 2008/09 as a result of fire, this is a marked improvement on our forecast of 5 deaths and 33 injuries. A key focus of tackling vulnerable elderly people being more at risk of serious fires, even more intensive work has been carried out this year as you will see in the 'Focus on...' feature on page 12.

Sadly, there were also 34 deaths and 440 injuries at incidents on the area's roads that the Fire and Rescue Service attended. While this was a reduction on the previous year, far more people are killed or seriously injured as a result of road traffic collisions than as a result of fires and we recognise that much work still needs to be done to carry on tackling this problem. We will carry on working in partnership with local authorities, the police, other agencies and communities to keep reducing these incidents.

Sections 8 and 9 outline how we work with communities and partner agencies to add capacity and value to our work, and in doing so improve the quality of life of our local communities. It is through this continued involvement that we can increase awareness of the important part the Fire and Rescue Service plays in improving the lives of our communities and visitors to the area.

To support our Vision and significantly reduce loss of life in North Yorkshire, a lot of our activity looks at

prevention work such as fire and road safety education, the fitting of smoke alarms in people's homes and other preventative measures you will read about throughout this report. We also continue to build strong links with the area's diverse communities, engaging with all our communities through our campaigns, equality scheme and partnerships. This is helping us improve our service delivery and will assist us in recruiting and retaining a diverse workforce.

As well as improvements in community safety, we are also constantly improving the Service itself. Independent audits and assessments highlight some of the excellent work that goes on 'behind the scenes'. Our achievements include:

- Securing a Royal Society for the Prevention of Accidents (RoSPA) Emergency Services Sector Award, building on two consecutive RoSPA 'Gold' Awards.
- Being externally validated as 'Achieving' against the Equality Framework for Local Government (previously Level 3 of the Equality Standard for Local Government).
- Being assessed as 'performing well' and providing good value for money by the Audit Commission.

As ever, we could not have achieved these excellent results without the continued support of our dedicated staff, or without our close partnership working with other agencies and local communities as we all aim to keep driving down risks and save lives.

We would value any feedback you have on this report and hope that you find it a useful resource. If you wish to learn more about our work, please contact your local fire station or visit our website at www.northyorksfire.gov.uk

Working together, we can make North Yorkshire and the City of York safer and more pleasant places to live, work and visit.



John Fort
County Councillor and
Chair of the Fire Authority



Nigel Hutchinson
Chief Fire Officer/
Chief Executive

Section 2: Our values

Our vision, highlighted on page 2, is supported by our organisational values.

Equality and diversity are key issues for North Yorkshire Fire and Rescue Service. Our commitment to our core values supports the way we treat our customers and each other, how we interact with the diverse communities we serve, and how we deliver our services to those communities. We therefore support the Communities and Local Government's National Fire and Rescue Service Equality and Diversity Strategy 2008 to 2018. We mirror its core values with our own, which are:

1. Service to the community

We value service to the community by:

- Working with all groups to reduce risk
- Treating everyone fairly and with respect
- Being answerable to those we serve
- Striving for excellence in all we do

2. People

We value all our employees by practising and promoting:

- Fairness and respect
- Recognition of merit
- Honesty, integrity and mutual trust
- Personal development
- Co-operative and inclusive working

3. Diversity

We value diversity in the service and in the community by:

- Treating everyone fairly and with respect
- Providing varying solutions for different needs and expectations
- Promoting equal opportunities in employment and progression within the Fire and Rescue Service
- Challenging prejudice and discrimination

4. Improvement

We value improvement at all levels of the service by:

- Accepting responsibility for our performance
- Being open-minded
- Considering criticism thoughtfully
- Learning from our experiences
- Consulting others

To make sure that we deliver against these values we have adopted the Equality Framework for Local Government. This, together with the Fire and Rescue Service Equality and Diversity Strategy and the Equality Impact Assessment process, will support us in our continuous improvement.

We champion community cohesion and diversity in the provision and delivery of our services, developing and implementing plans to maximise community engagement and improve the recruitment and retention of a diverse workforce that reflects the community we serve.

Section 3: **Where we are**

North Yorkshire Fire and Rescue Authority serves the communities of North Yorkshire and the City of York.

North Yorkshire is England's largest county, covering an area of almost 3,100 square miles. It stretches from the North Sea in the east to beyond the Pennine watershed in the west and from the Tees in the North to the Ouse and beyond in the south.

- It is home to over 590,000 residents.
- The County has two of England's nine national parks, three designated areas of outstanding natural beauty, over 200 sites of special scientific interest and over 12,000 listed buildings.
- The A1M and M62 motorways, and the East Coast Main Line from London to Edinburgh, run through the county.
- North Yorkshire contains several important waterways including the River Ouse - the 3rd busiest river in England.

- Major industry includes Drax (the largest coal powered station in Europe) and Eggborough Power Stations, Aviva (formerly Norwich Union), Nestle and Network Rail's main headquarters.
- The county also boasts Catterick Garrison, the largest army base in Europe with a population of around 12,000.
- North Yorkshire, with its National Parks, receives more than 20 million visitors a year.

The City of York covers an area of 105 square miles.

- It is home to almost 200,000 residents.
- The historic City of York is one of the most popular tourist destinations in England, with four million visitors a year spending £291m, creating over 9,000 jobs.
- Major employers in the area include 100 IT & digital companies based in the city, employing more than 2,400 people.
- More than 10,000 conferences are held in York each year.



NYFRS is organised into five areas for our service delivery. The aim is to achieve the best balance of efficiency and effectiveness when working with partner agencies to serve our local communities.

There are 39 Fire Stations in North Yorkshire as follows:

- 4 Wholetime shift stations (crewed 24 hours a day)
- 7 Day Crewed stations (crewed from 0800 - 1800 each day by firefighters who are also on call outside these hours)
- 26 Retained stations (crewed by part-time firefighters)
- 2 Volunteer stations (crewed by volunteers)

Section 4: **Who we are**

North Yorkshire Fire and Rescue Authority (The Authority) is a stand alone, autonomous body made up of 16 elected council members – 12 of these are nominated from North Yorkshire County Council and four are from the City of York Council.

The core functions of the Authority are to make provision for promoting fire safety, fire fighting, attending road traffic collisions and other emergencies such as responding to widespread flooding.



Cllr John Fort BEM
Chair of NYFRA Pateley
Bridge, NYCC



Cllr Kenneth King,
Vice-Chair of NYFRA
Clifton, CY



Cllr Keith Aspden
Fulford, CY



**Cllr Andrew
Backhouse**
Newby, NYCC



Cllr Philip Barrett
South Craven, NYCC



**Cllr Bernard
Bateman MBE**
Ripon North, NYCC



**Cllr Christina
Funnell**
Heworth, CY



Cllr Ron Haigh
Thornton Dale
& The Wolds, NYCC



**Cllr Michael
Heseltine**
Richmondshire North, NYCC



Cllr Tom Holvey
Dringhouses &
Woodthorpe, CY



**Cllr Neville
Huxtable**
Sowerby, NYCC



**Cllr Michael
Knaggs**
Malton, NYCC



**Cllr John
Marshall**
Harrogate Central, NYCC



**Cllr Christopher
Metcalfe**
Tadcaster, NYCC



**Cllr Caroline
Seymour**
Stokesley, NYCC



**Cllr Andrew
Williams**
Ripon South, NYCC

Key: NYCC = North Yorkshire County Council CY = City of York Council

Section 5: How decisions are made and implemented

5.1 North Yorkshire Fire and Rescue Authority (The Authority)

The Authority is subject to a host of legislation, including a requirement to ensure its business is carried out in line with the relevant law and standards, so that public money is properly accounted for. The Authority also has a duty, under the Local Government Act 1999, to always look for ways to improve efficiency.

The Authority met four times during 2008 - 2009 to consider various issues and to take decisions that will further improve service delivery and value for money.

Various standing committees and informal groups are in place to fulfil the responsibilities of the Authority as outlined below.

5.2 Steering Group

The Steering Group provides political guidance, by looking at draft reports before they are submitted for formal consideration at meetings of the Authority. The group also monitors spend against the budget. Details of our performance against targets and our financial performance and budget can be found in Sections 7 and 11 of this report.

5.3 Audit and Performance Review Committee

The Audit and Performance Review Committee (A&PRC) monitors, and receives reports on, the performance of the Authority in respect of:

- (i) Government standards, including the National Fire and Rescue Framework
- (ii) The Authority's own Code of Governance

The committee monitors how the organisation is performing against its targets and considers reports from independent internal and external auditors. During the year the Internal Audit Service issued ten reports to the A&PRC, which met five times.

5.4 Appeals Committee

The Authority aims to maintain the highest standard of care for staff and Members. This committee considers any appeals against disciplinary, grievance and grading decisions concerning members of staff.

5.5 Appointments Committee

The Authority has rigorous processes in place to make sure recruitment packages are appropriate for the most senior members of staff. This committee is responsible for the recruitment and selection of these senior members of the fire and rescue service and reviews their terms and conditions periodically.

5.6 Standards Committee

The Authority insists on the highest standards of conduct from both its Members and officers. It is supported in this work by the Standards Committee, which receives and considers any complaints about Authority Members breaching their Code of Conduct. The Committee met three times during the year.

5.7 Regional Management Board

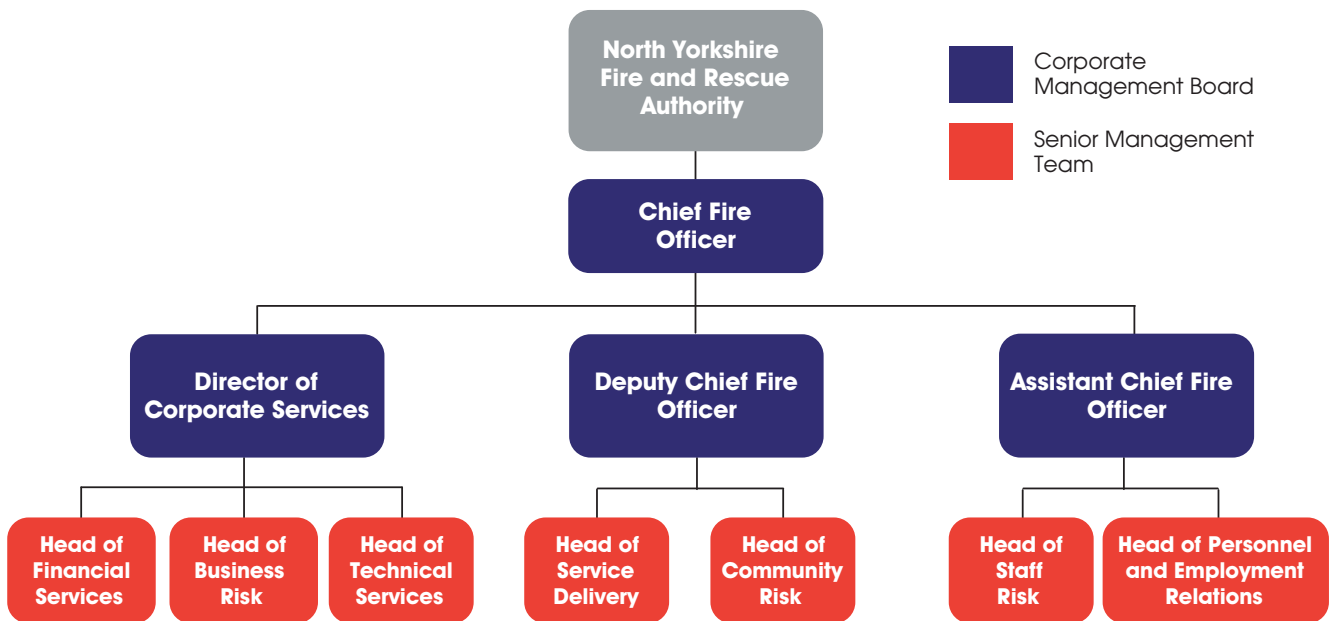
This Board comprises 11 elected members from the four Fire and Rescue Authorities of Humberside, West Yorkshire, South Yorkshire and North Yorkshire. The Board was established in 2004 to deliver six key areas of work:

- Resilience plans for large-scale emergencies
- Specialist and common services
- Regional control rooms
- Regional procurement
- Regional approach to training
- Regional personnel and human resources management.

5.8 North Yorkshire Fire and Rescue Service (NYFRS)

The Authority discharges its duties through the provision of North Yorkshire Fire and Rescue Service, led by the Chief Fire Officer/Chief Executive (CFO/CE). The Fire and Rescue Service is made up of almost 900 staff based at the sites highlighted in Section 3.

The CFO/CE is accountable to the Authority for all operational and managerial matters and is supported by three Principal Officers; together they form the Corporate Management Board. The day to day running of the service is managed by seven Function Heads who, in addition to their specific area of responsibility, come together as the Senior Management Team. The relationship between the different tiers of management is highlighted in the chart below:



The reporting line for frontline services (prevention, protection and emergency response) delivered from our fire stations is through the Head of Service Delivery.

To ensure our frontline staff can meet public expectations and are properly trained and equipped, we provide a number of support functions, directly or indirectly, through contractual arrangements.

The Authority is also required to operate within an extensive legal framework, in particular to demonstrate continuous improvement and value in the use of public money. The Authority is also committed to supporting a diverse workforce that allows it to provide a service that is close to and has an effective relationship with the public in order to improve the service provided to all sections of the community.

Section 6: Our priorities

6.1 Our Corporate Objectives

In 2004, to support delivery of our ambitious 125Alive Vision, we set ourselves seven challenging Corporate Objectives:

- Reduce the number of accidental fire-related deaths and injuries in the home by 25% by 1st April 2009 and by 40% by 1st April 2014.
- Reduce the number of deliberate fires by 15% by 1st April 2009 and by 25% by 1st April 2014.
- Reduce the number of deaths and injuries from other specified emergencies by 25% by 1st April 2009 and by 40% by 1st April 2014.
- Secure a 10% reduction in risk from fire and other emergencies in all mobilising areas, plus a further reduction in risk in all 'Red' areas (see Section 7) to achieve 'Amber' status by 1st April 2009, followed by a further 5% reduction in risk in all mobilising areas by 1st April 2014.
- Champion community cohesion and diversity in the provision and delivery of services, developing and implementing plans to maximise community engagement and improve the recruitment and retention of a diverse workforce, achieving the 'excellent' standard of the Equality Framework for Local Government by March 2013.
- Secure and maintain high professional standards for staff including : (a) attainment of competency levels of 90% for all new staff under development within three years of taking up a new role, and (b) maintenance of competency levels of 95% of all staff who have demonstrated competency in their role, by April 2014.

- Secure value for money through Best Value and Audit, by maximising reform, managing risk effectively, eliminating waste and raising income and funding levels.

You can see what progress we have made towards achieving these objectives in Section 7 'How well we are doing'.

6.2 Key Performance Indicators

We used to report our main targets as 'Corporate Performance Targets' (CPTs). To better reflect community safety expectations and priorities, we have reprioritised some of these as either 'Key', or 'General', Performance Indicators. Our Key Performance Indicators (KPIs) are outlined below. Section 7 'How Well We Are Doing' shows the progress we have made to date and Section 8 shows our future targets.

To support these KPIs, we also monitor a series of General Performance Indicators (GPIs) to make sure we continue to reduce risks in our communities, that we have a healthy and diverse workforce, and other aspects that underpin continued good performance. Appendix 1 gives you details of these.

Key Performance Indicators:	
Number of accidental fire deaths	Formerly CPT1
Number of accidental fire injuries	Formerly CPT2
Number of road traffic deaths at incidents attended by the FRS	Formerly CPT3
Number of road traffic deaths (all)	New indicator
Number of road traffic injuries at RTCs attended by the FRS	Formerly CPT4
Cumulative number of lives saved against '125Alive' vision	New indicator

6.3 National Indicators

Much of what we do involves working with other organisations through partnership work. In support of partnership working, the Government have recently introduced a suite of almost 200 National Indicators (NI). Only two of these are directly relevant to fire and rescue services, as follows:

NI 33 The number of deliberate fires per 10,000 population.

A deliberate fire is any fire where the cause is non-accidental.

In 2008/09 there were 1,075 deliberate fires compared with 1,389 in 2007/08.

NI 49 Number of primary fires and related fatalities and non-fatal casualties per 100,000 population

A primary fire is any fire involving property (including vehicles) and/or casualties and/or involves five or more fire appliances. For example, large moor fires are primary fires, whilst those dealt with by less than five appliances are classed as 'secondary' fires.

In 2008/09 there were 1,381 primary fires compared with 1,464 in 2007/08.

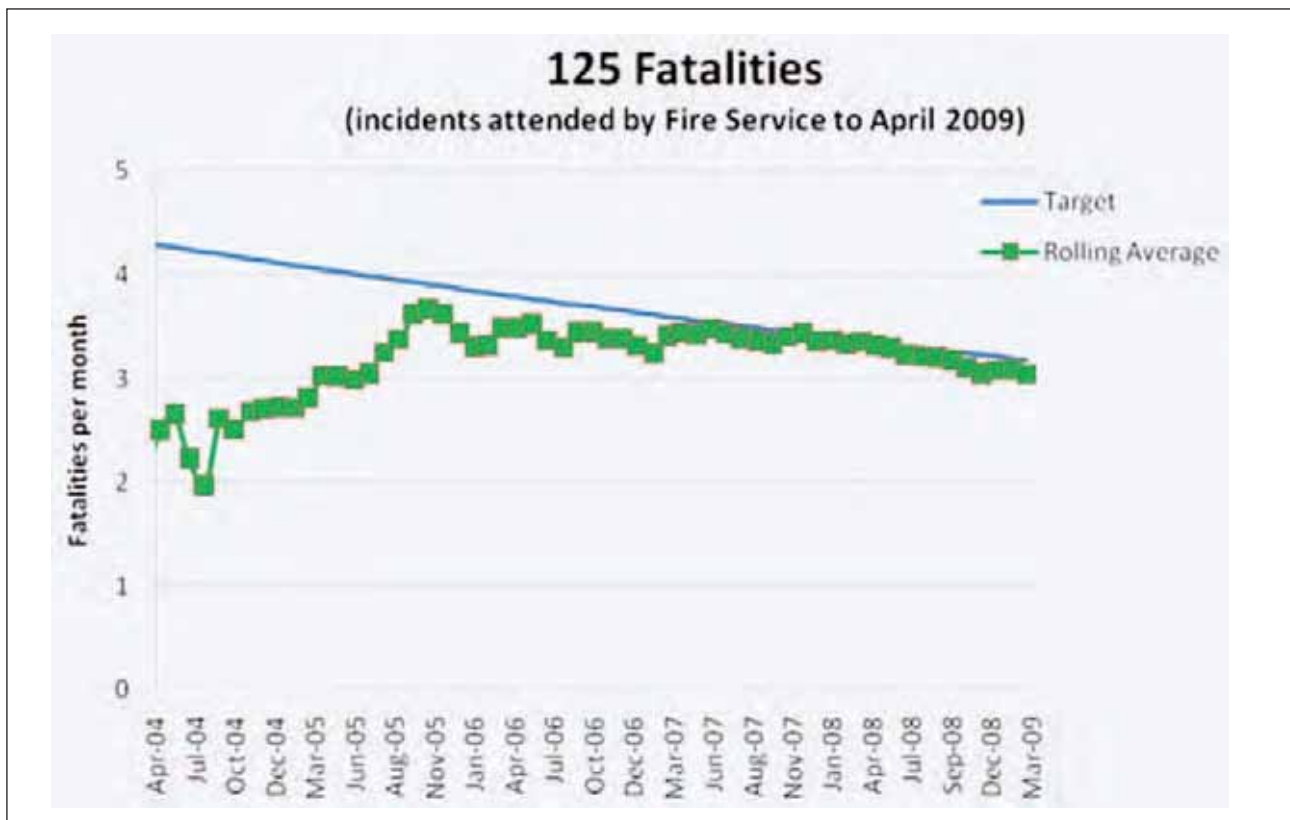
However, we believe there are a further 16 NIs that we contribute to, either directly or indirectly, in some way. These can be found in Section 9, 'Working in Partnership'.

Section 7: How well we are doing

7.1 Progress towards our 125Alive Vision

This graph shows the target that we have set up to April 2009 if we are to hit our 125Alive target in 2014. To date, we have saved 42 lives against a target of 39. As you can see, the green trend line is

now following the target line closely. The variability in the first year is due to the limited number of months used to calculate the rolling average. Actual numbers of fatalities per month vary from 11 to none.



7.2 Performance Against Our Corporate Objectives

In 2004, we said we would.....	In 2008/09 ...	Target achieved?
1. Reduce the number of accidental fire-related deaths and injuries in the home by 25% by 1st April 2009 and by 40% by 1st April 2014. *	We reduced fire deaths by 71% and reduced fire casualties by 72%.	✓
2. Reduce the number of deliberate fires by 15% by 1st April 2009 and by 25% by 1st April 2014.	We reduced the number of deliberate fires by 51%.	✓
3. Reduce the number of deaths and injuries from other specified emergencies by 25% by 1st April 2009 and by 40% by April 2014.	We reduced the number of these deaths by 24.4%, marginally short of our target. Casualty reduction was significantly above target, at 38%.	➔
4. Secure a 10% reduction in risk from fire and other emergencies in all mobilising areas, plus a further reduction in risk in all 'Red' areas to achieve 'Amber' status by 1st April 2009, followed by a further 5% reduction in risk in all mobilising areas by 1st April 2014.	We reduced the risk by 9.1%, up to April 2009. See the maps on page 12 for details of how we are reducing risks.	➔
5. Champion community cohesion and diversity in the provision and delivery of services, developing and implementing plans to maximise community engagement and improve the recruitment and retention of a diverse workforce, achieving the 'excellent' standard of the Equality Framework for Local Government by March 2013.	We became the first fire and Rescue Authority to achieve Level 3 of the Equality Standard for Local Government through peer challenge process (see 'Snapshot of key achievements' below).	✓
6. Secure and maintain high professional standards for staff including : (a) attainment of competency levels of 90% for all new staff under development within three years of taking up a new role, and (b) maintenance of competency levels of 95% of all staff who have demonstrated competency in their role, by April 2014.	All new entrants in to the Service work towards competence against National Occupational Standards to demonstrate their competence within three years, the Service has achieved the 90% target through coaching support. All competency levels are measured on an ongoing two year cycle of development and recording of competence; staff who have attained their level of competence consistently record their maintenance sufficiently to demonstrate achievement of 95% competency across the Service.	✓ ✓
7. Secure value for money through Best Value and Audit, by maximising reform, managing risk effectively, eliminating waste and raising income and funding levels.	Some Best Value style reviews were completed and savings of £250,000 were identified for 2008/2009.	✓

Key: ✓ = achieved (green)
 ➔ = better than last year's target, but this year's target not reached (amber)
 ✗ = target not achieved (red)

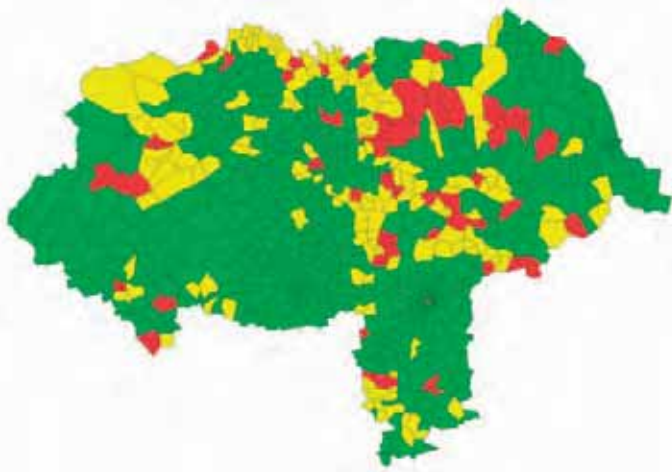
*Accidental fire deaths and injuries in the home were the subject of a Public Service Agreement (PSA) in 2004, to reduce them by 20% by 2010. Although this PSA has now been taken out of the Government targets, we have easily surpassed it with a reduction of over 70%. Similarly, there was a PSA of 10% for the reduction of deliberate fires. In North Yorkshire, they have decreased by over 50%.

Risk maps

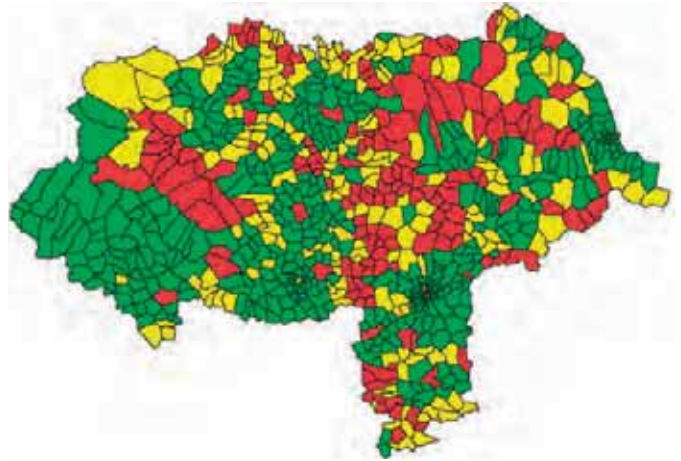
The total risk score has reduced slightly from last year, and overall the score has decreased by 9.1%. We believe this overall downward trend to be a consequence of our commitment to prevention

and increased activities that allow us to engage with the community and reduce the level of risk. Projecting these results as 'risk maps' we can see the overall effect of our prevention, protection and response to emergency activities.

Distribution of the risk in 2008/09



Distribution of the risk in our initial review - 2003



Focus on.....

... 'X' factor campaign, York

The issue:

There have been two fatal house fires in the York district during 2008 to 2009. Both of the fires were smoking related and both were elderly, vulnerable residents.

We are working hard to safeguard such vulnerable residents by:

- Working with the City of York Council to identify other elderly, vulnerable residents
- Setting up training for Council Care Workers to help them identify people at risk from fire
- Working with Age Concern York to reach other vulnerable older people through a new Age Concern Scheme
- And using an 'X factor' poster, media and advertising campaign to outline the most common factors that mean people are more at risk of serious fires.

Our partners:

- City of York Council
- Age Concern York

“ We know who the most vulnerable people are in York and are working proactively with our partners to help make them safer. ”

Dave McCabe, Group Manager York

7.3 Performance Against Our KPIs

The following chart gives you a summary of each of our Key Performance Indicators to show the progress we have made over the last year.

Key performance indicators	2008/09 forecast	2008/09 actual	Target achieved?
Number of accidental fire deaths	5	2	✓
Number of accidental fire injuries	33	26	✓
Number of road traffic deaths at incidents attended by the FRS	35	34	✓
Number of road traffic deaths (all)	63	54	✓
Number of road traffic injuries at RTCs attended by the FRS	502	440	✓
Cumulative number of lives saved against '125Alive' vision	39	42	✓

Key: ✓ = achieved (green)
 ↗ = better than last year's target, but this year's target not reached (amber)
 ✗ = target not achieved (red)

7.4 Snapshot of key achievements

The Authority is constantly looking at ways to improve service delivery through our own processes and through robust external monitoring and evaluation. Below is just a snapshot of our achievements in the last year.

7.4.1 Audit Commission confirms the Authority is 'performing well'

North Yorkshire Fire and Rescue Authority continues to go from strength to strength, according to the latest Audit Commission Report for 2008.

We have set ambitious targets and have been recognised by the Audit Commission as performing well and providing good value for money. This builds on previous reports which have shown that the Service is being managed effectively and providing a high quality operational service.

The Audit Commission Report praised the Authority for:

- Serving and protecting the people of North Yorkshire to a high standard and for its work in the community, in particular its "significant and valued role in partnerships", including the '95 Alive' road safety partnership.
- Providing good value for money, "delivering services for residents more efficiently" and "ensuring tax payers' money is used well".
- Making good progress working with groups that are vulnerable or at risk of disadvantage.
- Making improvements in 50% of its key indicators, with 40% remaining in the top quarter of performance nationally.
- Our proactive work on enhancing the diversity of our workforce.

A copy of the report is available on the Audit Commission website:

www.audit-commission.gov.uk

7.4.2 Equality Standard for Local Government - A national first for Fire and Rescue Authorities

The Authority won praise from Fire Minister Sadiq Khan for becoming the first fire authority in the country to achieve Level 3 of the Equality Standard for Local Government in 2008, through a new 'peer assessment challenge' process. This now equates to the 'achieving' level of the new Equality Framework for Local Government.

The Equality Standard for Local Government has been adopted by 90 per cent of all local authorities and recognises the importance of fair, equal treatment in local government services, including fire and rescue authorities.

To achieve the standard, NYFRA underwent a new external assessment – the 'peer challenge'. The work of the Authority was assessed in-depth by their peers from other Fire and Rescue Authorities, equality and diversity experts from the Improvement and Development Agency (IDeA) and a District Council.

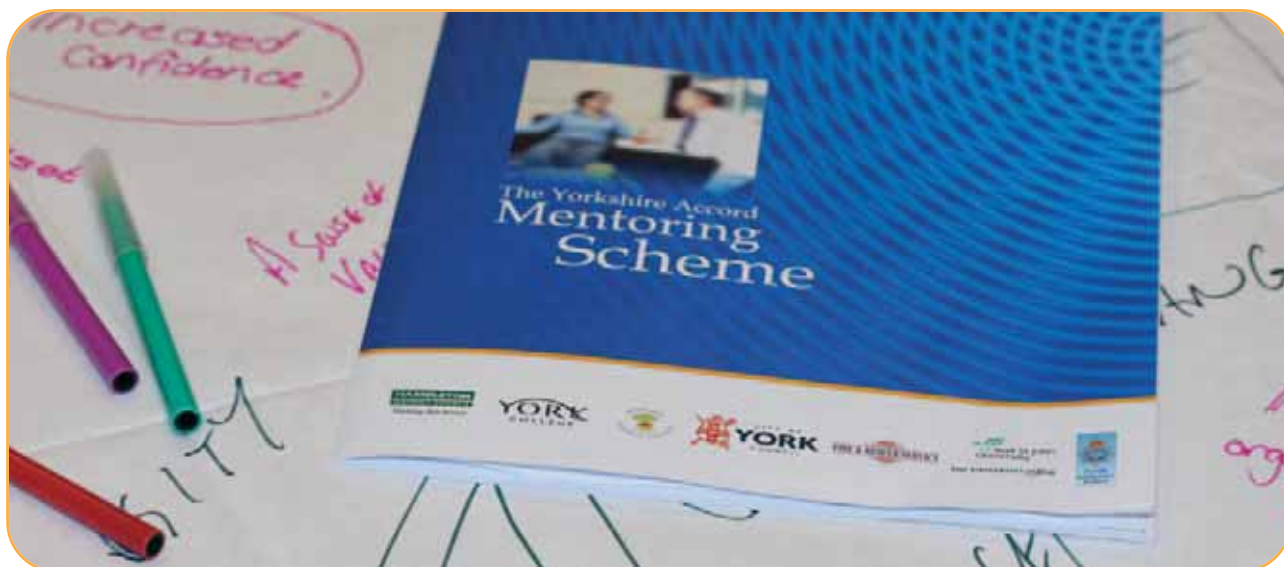
Fire Minister Sadiq Khan said: **"I'm impressed that North Yorkshire Fire and Rescue Authority chose to let their hard work on equality and diversity be judged by their peers as well as experts. A more diverse fire service will save lives by building up trust and better connections with the community, which can increase fire safety awareness and drive down the number of fires."**

7.4.3 Royal Society for the Prevention of Accidents (RoSPA) Award

We celebrated winning our third consecutive national Occupational Health and Safety Award. We were awarded a prestigious Commendation for Health and Safety practice, by the Royal Society for the Prevention of Accidents (RoSPA), at its annual awards ceremony in 2009. This places us in the top three emergency service organisations in the country in terms of the health and safety of both our staff and the public.

This is the third consecutive year we have achieved a RoSPA Award, having achieved the RoSPA Gold Award in 2007 and 2008. The Sector Award is a competitive award, and is the next stage on from the Gold Award. There were a record number of entrants for RoSPA awards this year, with over 1,700 entries.

On receiving the award, Chief Fire Officer Nigel Hutchinson said: **"This award is recognition of the abilities and commitment of our staff. It is a clear indication that the service continues to move forward in an extremely positive manner that not only ensures the safety of our firefighters, but improves the service we provide to our local communities. The fact that the awards are judged and awarded by an independent panel of health and safety experts shows what an achievement this is for the whole Service."**



Section 8: **How we engage with communities**

We see good communication and community engagement as essential to helping realise our corporate objectives and continuously improve the services we deliver. In addition, effective and timely information enhances our reputation as a provider of quality local services.

We are listening to, and responding to, the needs and concerns of local communities and we achieve this by:

- Consulting, engaging and communicating with a range of audiences.
- Working more effectively with key partners to deliver cost effective and user focused services to all our diverse communities.

The key types of engagement undertaken by the Authority are:

- **Informing** – giving members of the community the information to understand an issue and the various options available.
- **Consulting** – asking community members for feedback or their views on a particular issue.

- **Involving** – working directly with the community throughout the process to ensure that concerns and aspirations are consistently understood and considered.
- **Partnering** – to work with the community and partners in each aspect of key decisions, including the development of alternatives and the identification of preferred solutions.
- **Empowering** – giving managers and members of the community the confidence to be even more involved in decision making.

We pride ourselves on how closely we work with our diverse communities and are always striving to improve how we engage with them. This happens at a county level through our active membership of the North Yorkshire Strategic Partnership (NYSP) down to close work with local partners at a district level.

This is on top of the community engagement initiatives we run ourselves, such as our activities with young people and our wider consultation on large scale service improvements, via our Integrated Risk Management Plan (see Section 10 for details).



Section 9: Working in partnership

We work with various other organisations through a number of partnerships at neighbourhood, district, county and regional levels. These include:

- North Yorkshire Strategic Partnership (NYSP) and its thematic sub-groups, looking at adults and vulnerable people, economy and enterprise, children and young people, stronger and sustainable communities, safer communities and health.
- District Local Strategic Partnerships (LSPs), working, for example, with partners to deliver Local Intervention Fire Education (LIFE), where young people have the chance to learn fire fighting, first aid and social skills.
- Crime and Disorder Reduction Partnerships (CDRPs).

- North Yorkshire Local Resilience Forum (NYLRF), working with partners to develop contingency plans for multi-agency response to major emergencies such as wide-spread flooding or flu pandemic.
- The York and North Yorkshire Road Safety Partnership, 95Alive, taking a proactive approach to road safety through events and campaigns.
- Safeguarding Adults Boards in the county area and the City of York.

These partnerships work towards improving the communities we live and work in as reflected in the North Yorkshire Local Area Agreement and the City of York Local Area Agreement.

In Section 6, we detailed how we perform against the two National Indicators that are directly related to our activities. However, we have also considered how we can make a positive contribution to a further 16 indicators, as listed below:

National Indicators	Reference no.
Participation in regular volunteering	NI 6
Perceptions of anti-social behaviour	NI 17
Rate of proven re-offending by young offenders	NI 19
Re-offending rate of prolific and priority offenders	NI 30
Building resilience to violent extremism	NI 35
Protection against terrorist attack	NI 36
Awareness of Civil Protection arrangements	NI 37
Young offenders engagement in suitable engagement, employment or training	NI 45
People killed or seriously injured in road traffic collisions	NI 47
Children killed or seriously injured in road traffic collisions	NI 48
Young people's participation in positive activities	NI 110
16-18 year olds who are not in education, employment or training (NEET)	NI 117
People over 65 who say they receive the information, assistance and support needed to exercise choice and control to live independently	NI 139
Percentage of vulnerable people achieving independent living	NI 141
CO2 reduction from local authority (FRS) operations	NI 185
Flood and coastal erosion risk management	NI 189

Section 10: **What we are planning to do and why**

10.1 Progress against our last Corporate Report 2007 to 2010.

In our last Corporate report, we said:	Progress and plans:
We had embarked on a review of service provision in the City of York area.	After extensive consultation with local communities throughout the year long review, a preferred option was agreed and we are now developing plans for a major building project to redevelop the Fire Station at Clifford Street and to build a new station to the south east of the city. The aim is to improve overall service provision right across the city.
We had begun a review of our Retained Duty System.	The review has been completed and the improvements identified are being implemented.
We were trialling the use of Community Safety Vehicles in a limited intervention role.	The trial is on going and has produced a limited amount of data so far. To better evaluate the role of these vehicles, the trial will be expanded and extended for a further six months before a final decision is made.
We were promoting fire sprinklers and advice for the business community.	<p>We bought a self contained, portable sprinkler unit which will be demonstrated at a series of seminars the service is organising for local authorities and businesses. The unit aims to reduce risk for vulnerable or non-mobile people.</p> <p>We are distributing guidance and information on the facts about sprinkler installations and their contribution to public safety.</p> <p>We are developing a regional fire sprinkler strategy with our partners in Yorkshire and Humberside.</p>
We would build on the success of an initiative in Richmondshire to drive down the number of unwanted fire alarms.	The unwanted fire alarms initiative in Richmondshire has been evaluated and is now being rolled out across the service. Further policy and guidance has been issued following the publication of national guidance which will further reduce unwanted fire signals.
We would consider the feasibility of introducing a Cadet scheme for 16 to 18 year olds.	The development of our activities and opportunities for young people has been extended to include a BTEC award that can be delivered in secondary schools to year 10 and 11 pupils. A pilot of the scheme is planned to begin in September 2009.

In our last Corporate report, we said:	Progress and plans:
We would review our Corporate Equality Plan and our recruitment targets in consultation with community, staff and stakeholder groups.	We have revised the Corporate Equality Plan and Equality Schemes to provide one Single Equality Scheme with an Action Plan. Following recent consultation with stakeholders including partners, community groups and staff the Scheme forms the basis of our continuous improvement in this area of work. Recruitment targets have also been revised in line with Government expectations (see 'Focus on...equality and diversity for details).
We would confirm that we are working at Level 3 of the Equality Standard through the I&DEA assessment process in 2008 and aim to achieve Level 4 by March 2010.	We were externally validated as 'Achieving' against the Equality Framework for Local Government (previously Level 3 of the Equality Standard for Local Government) and aim to achieve the 'excellent' standard of the Equality Framework for Local Government by March 2013.
Aim for a minimum of 12% of new entrants to the operational sector to be women, in our recruitment intake for 2009.	The new national targets run from April 2009 and a positive action campaign will take place in summer 2009 to coincide with the wholetime recruitment campaign.
Would aim for a minimum of 5.7% of new entrants to the service to come from ethnic minority backgrounds to reflect the population in the Authority area, in our recruitment intake for 2009.	As above.
Carry out a 'Best Value' style review of support services.	Some reviews have been completed. Savings of £250,000 have been identified for 2008/2009 with a further £160,000 already identified for 2009/2010.
We aimed to retain our RoSPA Gold Award for the third consecutive year and our Investors in People standard.	We built on the success of two RoSPA Gold Awards and went one better, achieving a Commendation in the Emergency Services category of the RoSPA's Sector Awards. We also achieved the Investors in People standard again for the year.

10.2 KPI targets

The table below shows our KPI targets for the next three years.

Key performance indicators	2009/10 forecast	2010/11 forecast	2011/12 forecast
Number of accidental fire deaths	5	5	5
Number of accidental fire injuries	32	30	29
Number of road traffic deaths at incidents attended by the FRS	33	31	30
Number of road traffic deaths (all)	58	53	N/A
Number of road traffic injuries at RTCs attended by the FRS	477	453	430
Cumulative number of lives saved against '125Alive' vision	51	67	84

10.3 Integrated Risk Management Plan (IRMP)

Our approach to Integrated Risk Management Planning is to use all relevant data, risk visit information, incident trends, demographic data etc to map out and prioritise our risks. This is an innovative approach and allows the service to evaluate resource needs in a more systematic way. The plan is always being monitored and updated and we ensure we engage with our communities when making any major decisions that affect how we provide our services.

As a public sector service, it is vital that our approach to service provision is transparent, open to scrutiny and reflects the needs of the diverse range of communities we serve. We therefore engage with our stakeholders and look for views on what we intend to do if we are going to make significant changes in the way we manage risk.

The benefits of this approach are:

- It enables us to access the widest range of views possible, adding to the quality of our decisions.
- It alerts us to issues or concerns we may have overlooked.
- It helps us review our existing service provision to help decide if changes are needed.

The Fire and Rescue National Framework sets out the Government's expectations for the Fire and Rescue Service, including an IRMP covering at least a three year time span. Therefore, our IRMP will provide a foundation for us to meet the needs of local communities across North Yorkshire and the City of York over the next three years and ensure the Government's expectations are met.

The new IRMP will be published later this year on our website and we welcome any feedback on the plan. Your views will contribute to our commitment to continuous improvement and our ambition to achieve excellence.

Section 11: What we spent and how we spent it

11.1 Final Accounts for 2008/2009

The Accounts for 2008/2009 have now been closed. They are currently under review by the External Auditor and will be presented to the Authority's A&PRC in June 2009 for consideration and adoption. Copies of the unaudited accounts are available on the website at www.northyorksfire.gov.uk or on request.

Although subject to audit, the Authority spent £29,347,200 during 2008/2009 against an approved budget of £30,344,700. Details of the Authority's expenditure and income can be found in the Statement of Final Accounts.

A summary leaflet of the Accounts will also be available on the website following the completion of the audit.

Capital Expenditure was £1,114,800 lower than planned due largely to difficulties in acquiring land for building schemes and delays to IT projects.

11.2 Budget for 2009/2010: Published levels of Precepts by Combined and Metropolitan Fire Authorities

At its meeting in February 2009, the Authority set the Budget for 2009/2010. The Authority approved an increase of 4% in its Council Tax. Despite historically low levels of external Government support, the Authority's current Medium Term Financial Strategy commits to keeping such Council Tax increases below 5% per year.

11.3 Medium Term Financial Strategy

The Medium Term Financial Strategy (MTFS) is an important element of the Authority's Financial Management Framework.

The achievement of the Authority's vision, objectives and targets requires the efficient, effective and economic use of resources. In determining its resource requirements, the Authority recognises that a reasonable balance has to be struck between risk, service plans and the burden those plans place on Council Tax payers.

11.3.1 Aims of the strategy

The aims of the MTFS are to:

- Provide a financial management framework to enable the Authority to meet its vision and achieve its corporate objectives.
- Support the effective and efficient operation of the service.
- Continue to secure value for money in all activities.
- Keep increases in Precepts to a reasonable level.
- Reduce volatility in expenditure plans to ensure that actual total annual expenditure is never more than +/- 1% of the original estimate.
- Maintain and provide assets that are adequate and fit for purpose.
- Maintain an adequate reserve as protection against Contingent events.
- Support local service delivery through devolved financial responsibility.
- Contribute to high standards of transparency and accountability.

To achieve these aims, the Authority needs to invest in its people and assets, but in a manner that discharges the Authority's statutory duty to achieve Best Value.

11.3.2 Income Generation

The Authority recognises the importance of securing additional funding for its activities and it continues to pursue potential sources.

11.3.3 Partnership Working

The aim of the Authority in its approach to partnerships is to create safer communities by supporting mutually beneficial activities. The Authority will support partnerships with direct funding where specific activities can be directly linked to the Authority's own vision and corporate objectives.

11.3.4 Reserves

Reserves will be prudently managed so as to assist in avoiding where possible large year on year variations in Council Tax.

11.3.5 Council Tax

The Authority is committed to seeking only reasonable increases in Precepts and consequently Council Tax. Over the planning period, reasonable has been defined as less than 5%.

...Operation 'Safer Houses', Scarborough

The issue:

There were 36 fires in houses of multiple-occupation (HMOs) across Scarborough during 2008, so fire safety in HMOs needs to be more actively promoted.

Our work so far to tackle the issue:

'Operation Safer Houses' launched - a proactive campaign to promote fire safety for HMOs:

- Over 550 landlords contacted
- Free fire safety audits being carried out for landlords
- Free Home Fire Risk Checks being carried out for tenants, for education, advice and fitting smoke alarms
- Free seminars being held to work with landlords

Our partners:

- Scarborough District Council Environmental Health Team



“Ultimately, this campaign is about protecting lives by helping landlords prevent fires.”

Danny Westmoreland,
Group Manager Scarborough

11.3.6 Our Budget

	2008/2009 Budget £'000	2008/2009 Actual £'000	2009/2010 Budget £'000	2010/2011 Budget £'000	2011/2012 Budget £'000	2012/2013 Budget £'000	2013/2014 Budget £'000
Expenditure							
Community Safety	2,636.8	2,596.7	2,709.9	2,784.2	2,852.8	2,940.8	3,035.7
Fire Fighting & Rescue	25,148.6	24,765.9	25,845.9	26,554.0	27,208.7	28,047.7	28,952.9
Management & Support	567.0	558.4	582.7	598.7	613.4	632.4	652.8
Total	28,352.4	27,921.0	29,138.5	29,936.8	30,675.0	31,620.8	32,641.4
Pensions	3,285.6	3,169.1	3,238.7	3,247.5	3,273.4	3,299.6	3,326.0
Total Expenditure	31,638.0	31,090.1	32,377.2	33,184.3	33,948.4	34,920.4	35,967.4
Income	1,293.2	1,742.9	1,415.2	1,354.3	1,193.4	1,207.0	1,223.7
Cost of Services	30,344.8	29,347.2	30,962.0	31,830.0	32,755.0	33,713.4	34,743.7
Transfer to/(from) Reserves	(120.0)	877.6	0.0	0.0	0.0	0.0	0.0
Budget Requirement	30,224.8	30,224.8	30,962.0	31,830.0	32,755.0	33,713.4	34,743.7
Met By							
Grants	1,568.9	1,568.9	1,576.7	1,584.6	1,592.6	1,600.5	1,608.5
Business Rates	11,270.4	11,270.4	11,326.8	11,383.4	11,440.3	11,497.5	11,555.0
Precepts	17,385.5	17,386.7	18,058.5	18,862.0	19,722.2	20,615.4	21,580.2

...Equality and Diversity

This 'focus on...' reinforces our commitment to increasing the diversity within the workforce to better tailor services to less well represented or vulnerable communities.

Our work so far to tackle the issue:

Corporate Equality Group work – achieving Level 3 of the Equality Standard for Local Government through the new 'peer challenge' process .

The current equality schemes have been revised into one simplified document with action plan entitle the Single Equality Scheme (which now equates to the 'achieving' level of the new Equality Framework for Local Government).

Positive Action – proactive work to attract a more diverse range of applicants to the service.

Translation service on our website to make the site more accessible to people whose first language is not English.

Work at a district level continues, to engage with local communities.

Our partners

We operate many partnerships at a local level to engage with our diverse communities.

The issues

We aim to have a workforce that better represents the diverse communities we serve, with the following targets:

- By 2013 the percentage of recruits from minority ethnic groups across the whole organisation to reach the same percentage as in the local working age population, that being 5.7%.
- By 2013 recruitment of women into the operational sector to be at least 15%.



“ **There is a real commitment here to recruiting a representative workforce and there is a lot of support for anyone thinking of a career with the service. I joined as a firefighter 17 years ago and it is such a varied and rewarding job, with such a commitment to personal development, that I've never looked back.** ”

Jane Proud, Station Manager
(Health and Safety Support Manager)

We are committed to achieving a diverse workforce at all levels of the organisation. We aim to reflect, in our workforce, the diversity across the communities of York and North Yorkshire. We particularly welcome applications from women and minority groups. If you are interested in pursuing a career with us, you can find details on how to do so on our website, or by phoning 01609 780150.

Appendix 1: General Performance Indicators

As described in Section 6 'Our Priorities', in addition to our Key Performance Indicators, we also monitor a set of General Performance Indicators to make

sure we continue to increase community safety, improve the service and deliver even greater value for money.

General performance indicators	2006/07 Actual	2007/08 Actual	2008/09 Target	2008/09 Actual	Target Achieved?
Number of accidental primary fires	1040	972	992	983	✓
Number of deliberate primary fires	539	471	620	398	✓
Number of unwanted calls (malicious and false alarms from automatic fire alarms apparatus)	4336	3839	3121	3806	✗
Cumulative percentage change in risk of fire across Service area (since 2004)	9.5%	8.9%	10%	9.1%	↗
Total number of fatalities due to primary	0.39	0.13	0.56	0.25	✓
Total number of non-fatal casualties (excluding precautionary checks) due to primary fires per 100,000 population	2.48	2.48	4.33	3.3	✓
Number of primary fires per 100,000 population	207.50	191.40	204.15	180.50	✓
Number of working days lost due to sickness absence for whole-time uniformed staff	8.7	9.1	6.9	7.5	✓
Number of working days lost due to sickness absence for all staff	9	9	7.6	7.6	✓
Percentage of whole-time and retained duty firefighters with a disability	0.13	1.39	0.42	1.8	✓
Percentage of new entrants into the Service who are women		New target, from April 2009			N/A
Percentage of new entrants into the Service from a BME background		New target, from April 2009			N/A
The Equality Standard for Local Government			Level 3	Level 3	✓
Royal Society for the prevention of Accidents (RoSPA) award	Gold	Gold	Gold	Yes – 2 nd in sector nationally	✓
Investors in People Standard	Yes	Yes	Yes	Yes	✓

Key: ✓ = achieved (green)
 ↗ = better than last year's target, but this year's target not reached (amber)
 ✗ = target not achieved (red)

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To request a **FREE Home Fire Risk Check**
(Including **FREE** smoke alarms where appropriate)
call our **Fire Safety Advice Line** on **(01609) 788545**.

Fire and Rescue Service Headquarters

Thurston Road
Northallerton
North Yorkshire
DL6 2ND

Tel: 01609 780150 (switchboard)

Tel: 01609 788545 (fire safety advice)

Fax: 01609 788520

www.northyorksfire.gov.uk

