



Corporate Report

2010/11

Our Vision

In 2004 we set a new Vision which is:

"Over the 10 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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Welcome to North Yorkshire Fire and Rescue Authority's Corporate Report for 2010/11. The report looks back over the last year and also sets out our plans for the next year, 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 year.

This year the report, for the first time, is an annual report focussing on our achievements of the previous year and an outline of our plans over the next twelve months rather than three years as previously set out.

As well as maintaining our focus on achieving our **125Alive** Vision we are also conscious that in the tight financial climate we need to provide a service that is both sustainable and agile. As we continually seek to provide the service in a more efficient manner we still look to a three to five year cycle through our Integrated Risk Management Plan and Medium Term Financial Strategy, but in the drive for further efficiencies detailed action plans will provide better agility over a one year period.

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 5 accidental deaths and 26 injuries during 2009/10 as a result of fire, this is an improvement on our forecast of 5 deaths and 32 injuries. Tackling vulnerable groups of people identified as being more at risk of serious fires is a key focus, and as you will see in the **Focus on.....** feature on page 10, this work is increasingly carried out in partnership with other agencies.

Sadly, there were also 25 deaths and 460 injuries at incidents on the area's roads that the Fire and Rescue Service attended. While this is a reduction for the third consecutive 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.

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 2nd Royal Society for the Prevention of Accidents (RoSPA) Emergency Services Sector Award, building on three 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

<http://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
Chairman of the Fire Authority



Nigel Hutchinson
Chief Fire Officer/
Chief Executive

Section 2: **Our values**

Our Vision, highlighted on the inside cover, 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 communities 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 the Fire and Rescue Service. 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.

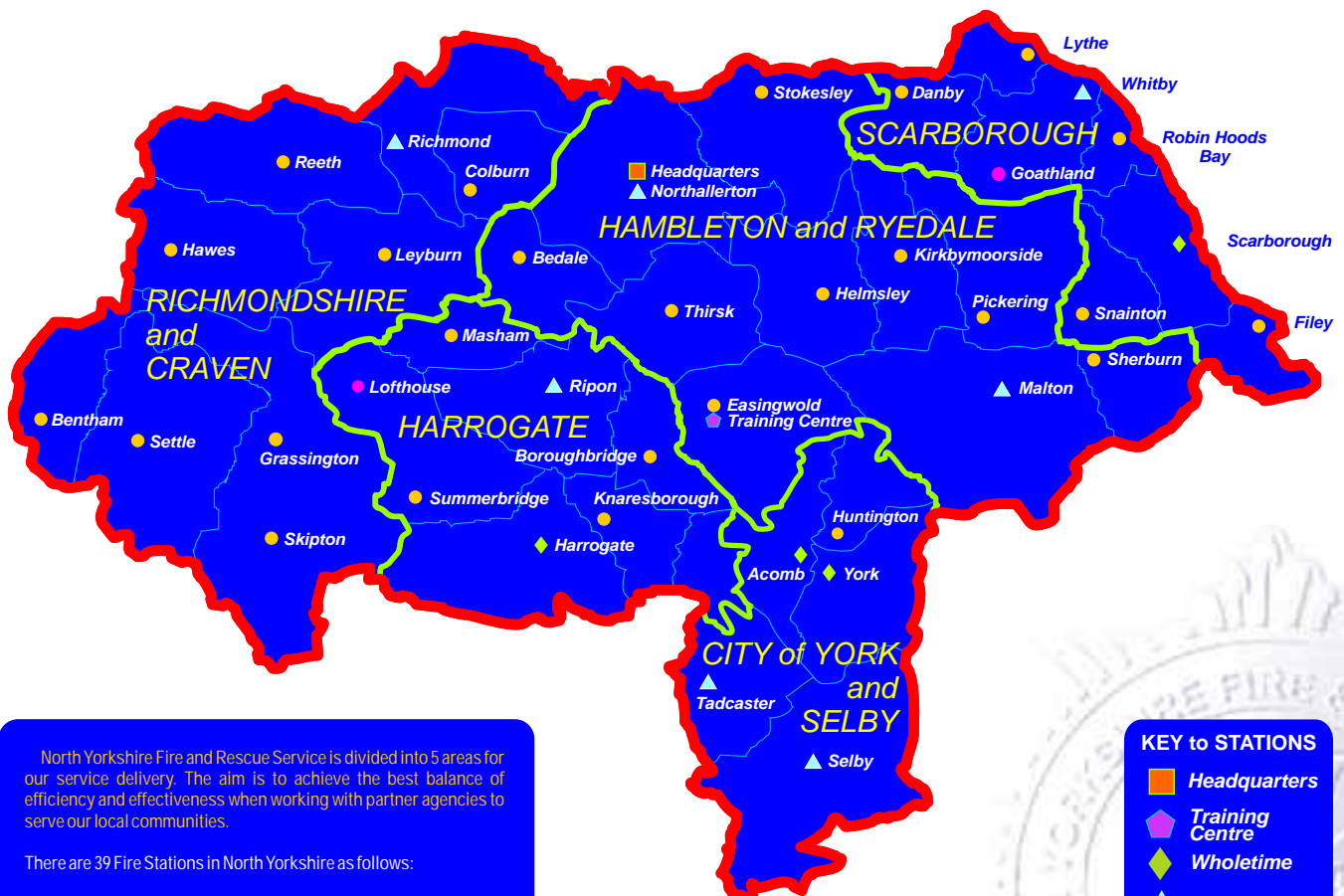
North Yorkshire is England's largest county, covering an area of almost 3,100 square miles. It stretches from the North Sea in the east to beyond the Pennine watershed in the west and from the Tees in the North to the Ouse and beyond in the south.

- 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.

- The county also contains a number of military establishments, including 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 each 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 each year spending £291m and 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, and others like Nestle, Aviva and Network Rail's main headquarters.
- More than 10,000 conferences are held in York each year.
- The city also boasts two universities drawing students from all over the world.



North Yorkshire Fire and Rescue Service is divided into 5 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	Volunteers stations (crewed by volunteers)

KEY to STATIONS

- Headquarters
- ▲ Training Centre
- ◆ Wholetime
- ▲ Day Crewed
- Retained
- Volunteer

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 4 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
Chairman of NYFRA
Pateley Bridge, NYCC



Cllr Michael Heseltine
Richmondshire North, NYCC



Cllr Kenneth King
Vice-Chair of NYFRA
Clifton, CYC



Cllr Tom Holvey
Dringhouse &
Woodthorpe, CYC



Cllr Keith Aspden
Fulford, CYC



Cllr Neville Huxtable
Sowerby, NYCC



Cllr Andrew Backhouse
Newby, NYCC



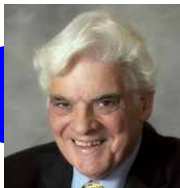
Cllr John Marshall
Harrogate Central, NYCC



Cllr Philip Barrett
South Craven, NYCC



Cllr Christopher Metcalfe
Tadcaster, NYCC



Cllr Bernard Bateman MBE
Ripon North, NYCC



Cllr Chris Pearson
Mid Selby, NYCC



Cllr Christina Funnell
Heworth, CYC



Cllr Caroline Seymour
Stokesley, NYCC



Cllr Ron Haigh
Thornton Dale
& The Wolds, NYCC



Cllr Andrew Williams
Ripon South, NYCC

Key: NYCC = North Yorkshire County Council CYC = 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 2009 - 2010 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 dismissals, and grievances from senior 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

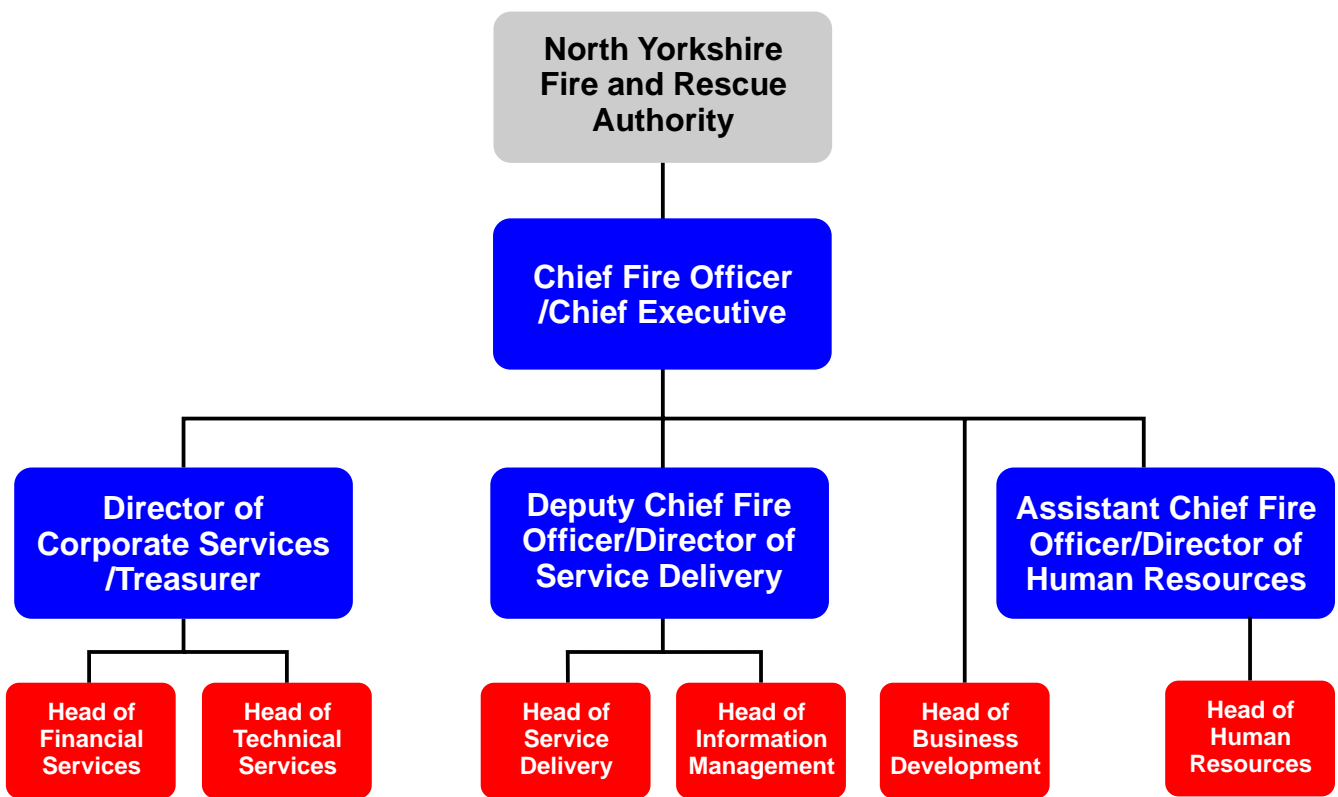
This Board comprises 11 elected Members from the 4 Fire and Rescue Authorities of Humberside, West Yorkshire, South Yorkshire and North Yorkshire. The Board was established in 2004 to deliver six key areas of work:

- 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: Where we are**.

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 six 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 committed to supporting a diverse workforce which works closely with all sections of the community to provide an improved service.

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

To provide a focus for our activities we have 6 Key Performance Indicators (KPIs) that are monitored closely. These are set out in the table below.

To support these KPIs and provide more detail in these and other areas, we have a range of General Performance Indicators (GPIs). Our performance for the current reporting year and the previous two years are shown in the Appendix.

Objectives and performance indicators are regularly reviewed and will need to be revised as a new vision is developed to take the Service forward from 2014.

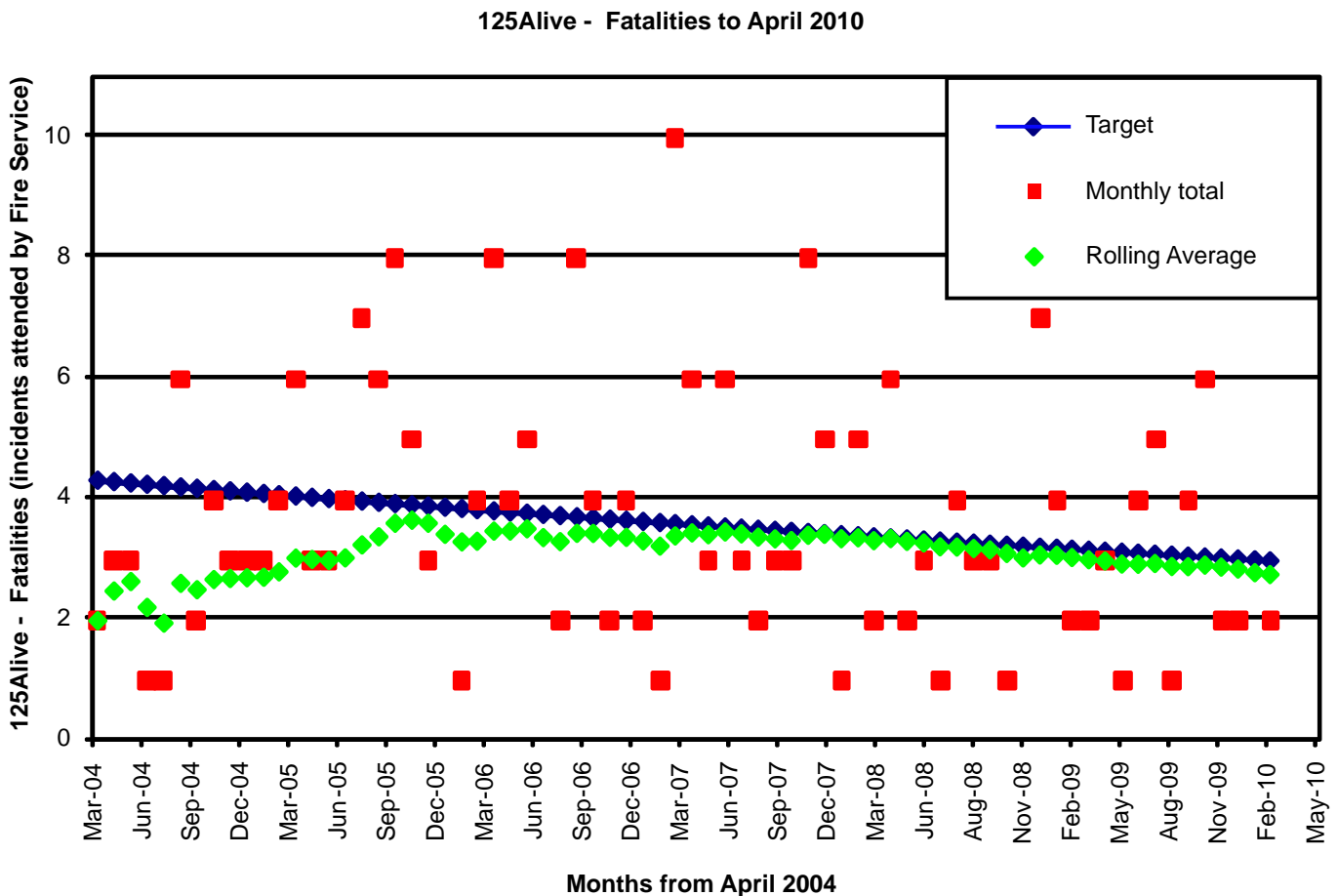
Key Performance Indicators	
Number of accidental fire deaths in the home	These relate to our first corporate objective.
Number of accidental fire injuries in the home	
Number of road traffic deaths at incidents attended by the FRS	These relate to our third corporate objective. We monitor total road traffic deaths through the "95 Alive" North Yorkshire Road Safety Partnership to ensure we have a full picture of the impact of road deaths and injuries. The Fire Service attends 60-75% of fatal road traffic collisions.
Total number of road traffic deaths at incidents attended by Police (calendar year - 2009)	
Number of road traffic injuries at incidents attended by the FRS	
Cumulative number of lives saved against the 125Alive Vision	This figure represents the outcome of our major prevent and protect activities.

Section 7: How well are we doing

7.1 Progress towards our 125 Alive vision

This graph shows the target that we have set up to April 2010 if we are to hit our **125Alive** target in 2014. To date we have saved 64 lives against a target of 51. 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 10 to none.



As the Authority heads towards the end of the period covered by the ambitious **125Alive** Vision in 2014, preparations need to be made for the transition to the

next vision. While the focus on achieving **125Alive** will remain until that time, a new vision to take us up to 2020 will be developed over the next year.

7.2 Performance against our corporate objectives

In 2004 we said we would....	In 2009/10 ...	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 29% 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 59%.	✓
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 44.4% and reduced the number of casualties by 29%.	✓
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 9.6% up to April 2010.	↗
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.	The Fire and Rescue Service Equality Framework has replaced the local government standard. We have been validated as 'achieving' level and are on track to achieve 'excellent' in the new standard by March 2013.	✓
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 into 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.	The Authority is forecast to achieve £446,000 of savings during the year April 2009 to March 2010. This figure represents 1.3% of 2008/09 baseline expenditure. These savings are in addition to the £880,000 achieved between 2006-07 and 2008-09.	✓

✓ = 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%.

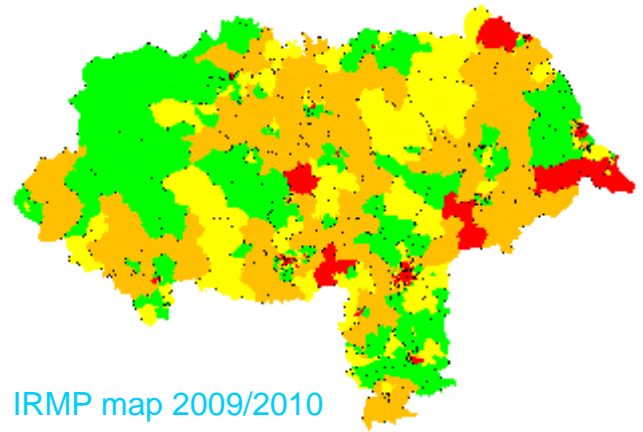
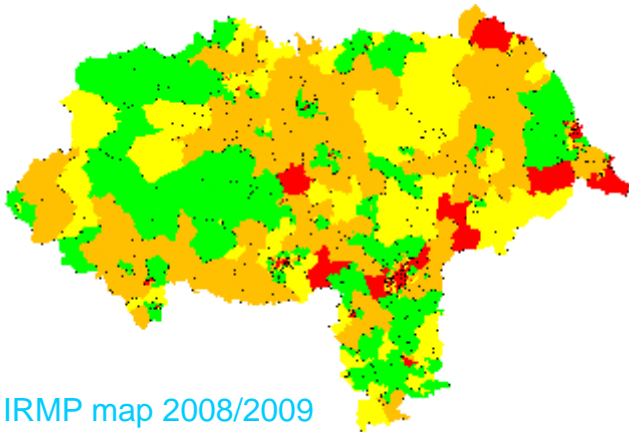
Risk maps

This is the second year that we have used our new Integrated Risk Management Plan risk model and it shows a continuation of the year on year reduction that was shown with the previous model. The maps show the relative risk for the 'super output areas' (SOAs) across the FRS area. Each SOA has a similar population and so the risk is comparable between them. The table below shows the change in the number of areas in each category.

Some SOAs have changed category into a higher risk level, reflecting a higher incident

frequency in that area. Others have changed to a lower level of risk and the net effect is that we have more Green areas and fewer Red, Amber and Yellow. Detailed maps for the dense City and Town areas are available on our website by visiting www.northyorksfire.gov.uk

	2009	2010
Green	145	151
Yellow	98	95
Amber	128	127
Red	117	115



Focus on.....

..... Craven and Richmondshire Vulnerable Groups initiative



Working with partner agencies, we have established an initiative which targets vulnerable people within Craven and Richmondshire. The initiative aims to ensure that members of key agencies are trained in hazard spotting when visiting the homes of people who may be at risk from fire. Through effective information sharing, we have identified that our vulnerable groups range from people who have children under five years of

age, to elderly residents who may have mobility issues or other special needs. Our partners now refer vulnerable people to our Community Safety Team, who aim to visit their home within 24 hours of receiving a request. We carry out a Home Fire Risk Check, and may fit a range of smoke alarms to suit the individuals needs. As a result of this initiative, we have far greater access to people who may be at risk from fire, and are taking effective measures to safeguard vulnerable people within our communities.

Carl Boasman
Group Manager Craven and Richmondshire

7.3 Performance Against Our Key Performance Indicators

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

Key Performance Indicators	2009/10 target	2009/10 actual	Target achieved?
Number of accidental fire deaths	5	5	✓
Number of accidental fire injuries	32	26	✓
Number of road traffic deaths at incidents attended by the FRS	33	25	✓
Total number of road traffic deaths at incidents attended by Police (calendar year - 2009)	62	47	✓
Number of road traffic injuries at RTCs attended by the FRS	477	460	✓
Cumulative number of lives saved against the 125Alive Vision	51	64	✓

✓ = 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 The Audit Commission assesses the Authority as "Performing Well" for the second year running

North Yorkshire Fire and Rescue Authority is continuing to make good progress on its priorities according to the Audit Commission's 2009 report. The Organisational Assessment, which formed part of an overall Comprehensive Area Assessment, measured the performance of the Authority across five different areas. Overall the Audit Commission judged the Authority to be performing well, and highlighted its success on priorities such as reducing deaths and injuries caused by fire and other emergencies.

In the report the Audit Commission praised the Authority for:

- Success in achieving its priorities for the

communities it serves.

- Its prevention and awareness raising work, especially with the vulnerable.
- Its diversionary work with young people, resulting in arson incidents being less common.
- Its work with minority communities and associated partnership working.
- Its work with partners to reduce road deaths and injuries.
- Its approach to recruitment of under represented groups including women and ethnic minorities.

7.4.2 Fire and Rescue Service Equality Framework - 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 Fire and Rescue Service Equality Framework (previously 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.

Focus on.....

..... 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.

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%.

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 an action plan entitled 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.

A 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.

“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.”

Watch Manager, Northallerton Fire Station



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.

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

We celebrated winning our fourth 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 2010. 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 fourth consecutive year we have achieved a RoSPA Award, having achieved the RoSPA Gold Award in 2007, 2008, 2009 and 2010. The Sector Award is a competitive award, and is the next stage on from the Gold Award. Entrants must be able to demonstrate a robust

and high quality safety management system together with a minimum of four years consistently excellent or continuously improving health and safety performance. There were a record number of entrants for RoSPA awards this year, with over 1,800 entries.

On receiving the award, Chief Fire Officer/Chief Executive 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.”



North Yorkshire Fire and Rescue Service recognise that the health, safety and welfare of its employees is an integral and fundamental part of its function. Consequently, best practice will be

adopted where possible to ensure that the Service complies with its legal duties and fulfils its moral obligations to its employees and other people who may be affected by its activities.

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

We see good communication and community engagement as essential to helping realise our corporate objectives and to continuously improve the services we deliver.

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 people.
- Working more effectively with key partners to deliver cost effective and user focused services to all our diverse communities.

We achieve the above through participation with our communities by actively encouraging people to take part in sharing their thoughts, ideas and priorities with us.

We pride ourselves on how closely we work with our diverse communities and are always striving to improve how we engage with them. This includes community engagement initiatives at a local level, such as our activities with identified vulnerable groups ranging from young and elderly people to people with disabilities.

Focus **on.....**

..... Harrogate District BME Initiative



In partnership with the Harrogate and Area Council for Voluntary Service (CVS) an initiative has been developed to engage with under represented members of the minority ethnic community including Eastern European migrant workers and Chinese groups. We have hosted a series of events in both Ripon and Harrogate whereby local contacts have assisted in passing the

Fire Safety message and promoting Home Fire Risk Checks to these minority groups in different languages. Harrogate and Area CVS have been successful in



securing financial support from the Minority Workers Impact fund and work is underway to produce multi lingual Home Fire Risk Check request cards and publicity materials utilising the funding. As a result of this work closer links have been forged with the minority ethnic community to promote community cohesion whilst ensuring they are safe from the risk of fire within their homes and workplace.

Jonathan Foster
Group Manager Harrogate

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.
- Community Safety Partnerships (CSPs), looking at ways to tackle crime and antisocial behaviour, including arson.
- 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.
- External funding has been secured to undertake a review of the technical services and human resources functions across all four Fire and Rescue Services in the region in order to identify savings or efficiencies.

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.

There is a suite of National Indicators (NIs) that relate to the two Local Area Agreements. While these are not specific to the Fire and Rescue Service we contribute towards these indicators as part of our wider contribution to the communities we serve. For example, one of the indicators is NI 110 which is 'Young People's participation in positive activities'. We contribute to that indicator directly through our work with young people through initiatives such as LIFE courses and Young Firefighter Schemes that are run at our Fire Stations across the Service.

Fire Service in the Community BTEC

In September 2009 NYFRS enrolled 63 students onto the BTEC Fire Service in the Community course. 11 of the students were from Stokesley High School, and they were the first candidates in the county to take part in the course as part of their academic course work. The course is modulated and covers all aspects of the fire service. Upon successful completion of the course the candidates obtain a qualification which equates to 2 GCSEs at grade "C". The course helps to promote the aims of the fire service and promote good citizenship whilst at the same time assisting students and schools to achieve a good foundation on which to move forward into further education.



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
<p>We had embarked on a review of service provision in the City of York area.</p>	<p>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 of York.</p>
<p>We had begun a review of our Retained Duty System.</p>	<p>The review has been completed and the improvements identified are being implemented.</p>
<p>We were trialing the use of Community Safety Vehicles (CSVs) in a limited intervention role.</p>	<p>The trial period for the CSV has been concluded and has now ended. The vehicles have undergone a rigorous testing regime and the final amendments to the vehicles' equipment and the layout has been completed. The vehicles will now be deployed across the Service area with an intervention role for a number of specific incident types alongside the Community Safety role.</p>
<p>We were promoting fire sprinklers and advice for the business community.</p>	<p>We bought a self-contained, portable sprinkler unit which is being demonstrated at a series of seminars the Service is organising for local authorities and businesses. The unit aims to reduce the risk for vulnerable 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 the Yorkshire and Humberside region.</p>
<p>We would build on the success of an initiative in Richmondshire to drive down the number of unwanted fire alarms.</p>	<p>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.</p>
<p>We would consider the feasibility of introducing a cadet scheme for 16 to 18 year olds.</p>	<p>This project has continued to evolve. A trial scheme was piloted successfully in April 2009 and the scheme has now been running in one school from September 2009. The feedback from the school has been so positive that the scheme will continue in 2010. The course has also been included in the prospectus for schools in the Wharfe Valley from September 2010.</p>

In our last Corporate Report we said:	Progress and Plans
<p>We would review our Corporate Equality Plan and our recruitment targets in consultation with the community, staff and stakeholder groups.</p>	<p>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 (pg 12) for details).</p>
<p>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.</p>	<p>We were externally validated as 'Achieving' against the Fire and Rescue Service Equality Framework (previously Level 3 of the Equality Standard for Local Government) and aim to achieve the 'excellent' standard of the Fire and Rescue Service Equality Framework by March 2013.</p>
<p>We would aim for a minimum of 12% of new entrants to the operational sector to be women, in our recruitment intake for 2009.</p>	<p>33% of new entrants to the wholetime operational sector were women. There were no new women starters to the retained duty system. Together the new entrant rate is at 4.7%. Positive action events for wholetime posts have been successful in attracting women but these so far have not had an impact on retained recruitment. A greater emphasis is now being placed on this area of recruitment.</p>
<p>We 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.</p>	<p>Although positive action events were run the outcome has disappointingly not led to any new entrants from ethnic minority backgrounds. More work is to be done in the area of retained recruitment as this is where the greatest number of new entrants will come from.</p>
<p>To carry out a 'Best Value' style review of support services.</p>	<p>The round of Best Value reviews have been completed providing over £41,000 in savings. Due to the likely contraction of public sector spending the Authority is continuing to seek efficiencies in order to continue to deliver an effective service to the community while maintaining council tax at reasonable levels.</p>
<p>We aimed to retain our RoSPA Gold Award for the fourth consecutive year and our Investors in People standard.</p>	<p>We built on the success of three RoSPA Gold Awards and achieved a Commendation in the Emergency Services category of RoSPA's Sector Awards for the second year running. We also achieved the Investors in People standard again for the year.</p>

10.2 IRMP Action Plan.

The Integrated Risk Management Plan (IRMP) is the three year plan that sets out how the Service will meet the risks which are current within North Yorkshire and the City of York. The IRMP is a three year strategic plan while the action plan below identifies the key actions for 2010/11 that will deliver the priorities and risk management objectives set out in the current, or previous, IRMPs.

Where appropriate, formal and informal consultation has taken place on the project, however we encourage people to comment on anything in the action plan in one of the following ways:

- Internet - Comment Sheet 2010/2013 <http://www.northyorksfire.gov.uk>
- Email Address: IRMPConsultation@northyorksfire.gov.uk
- General Enquiries: Tel: 01609 780150

Project	2010/11 Actions	Comment
Revised Service Provision for the City of York Area.	Identify new Station in the South East Area of the City. Identify a temporary location for the city centre station to enable the rebuilding of the Clifford Street site.	This project was agreed following extensive consultation over a review of service provision for the City of York.
Retained Duty System Project.	Increase recruitment of staff onto the duty system. Develop revised working arrangements in line with legislative requirements. Develop revised pay arrangements to better reflect the cover that staff provide. Following a trial of additional training time, increase the weekly training time of Firefighters on this system from 2 to 2.5 hours per week.	Staff working the retained duty system crew 33 of the 47 front line fire appliances in the Authority. A fundamental review of the system was undertaken in 2008/9 and a project is now in place to take forward the recommendations of that review.
Esk Valley Review.	Build new Fire Station at Danby.	The outcome of a previous review of cover in the Esk Valley area has resulted in a proposal to rebuild Danby Fire Station.
Review of Service Provision in Market Towns.	This action was in the 2008 IRMP action plan. It is being taken forward through a rolling programme of review of fire cover across the whole Authority. It will be completed within the original three-year timescale.	Any specific proposals for any changes to service provision will be widely consulted upon.

10.3 Key Performance Indicator (KPI) Targets

The KPI targets were set to enable the achievement of the **125Alive** Vision by 2014

and to meet our corporate objectives for fire and road traffic collision casualties. The annual targets are not a figure that we are aiming to achieve, but a maximum that we hope to undercut each year. No fire deaths is our aim but five or less will meet our Vision.

Key Performance Indicators	2010/11 target	2011/12 target	2012/13 target
Number of accidental fire deaths	5	5	5
Number of accidental fire injuries	30	29	28
Number of road traffic deaths at incidents attended by the FRS	31	30	29
Total number of road traffic deaths at incidents attended by Police (calendar year - 2009)	56	N/A	N/A
Number of road traffic injuries at RTCs attended by the FRS	453	430	409
Cumulative number of lives saved against the 125Alive Vision	67	84	104

10.4 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 2009/2010

The accounts for 2009/2010 were presented to the Authority's Audit & Performance Review Committee in June 2010 for consideration and approval. Copies of the unaudited accounts are available on the website at www.northyorksfire.gov.uk or on request.

Although subject to audit at the time of publication of this report, the Authority spent £30,317,300 during 2009/2010 against an approved budget of £30,962,000. Details of the Authority's expenditure and income can be found within the Explanatory Foreword 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 £1,689,897 which was lower than planned due largely to difficulties in acquiring land and temporary accommodation for building schemes and delays to IT projects.

11.2 Budget for 2010/2011.

At its meeting in February 2010, the Authority set the Budget for 2010/2011. The Authority approved an increase of 2% in its Council Tax. Further, looking to the medium term, and in particular 2011/2012, the overriding challenge will be the need to contain expenditure alongside expected reductions in external funding support. The Medium Term Financial Strategy currently estimates external funding support reductions of 3% per year between 2011/12 and 2013/14.

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 overspent and never more than 0.5% underspent.
- 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 2%.

11.3.6 Our Budget

See table below.

	2009/2010 Budget £'000	2009/2010 Actual £'000	2010/2011 Budget £'000	2011/2012 Budget £'000	2012/2013 Budget £'000	2013/2014 Budget £'000
Expenditure						
Community Safety	2,709.9	3,460.4	3,555.3	3,550.8	3,554.1	3,565.5
Firefighting & Rescue	25,846.0	24,799.5	25,479.3	25,447.3	25,471.2	25,553.1
Management & Support	582.6	576.7	592.5	591.9	592.4	594.3
Total	29,138.5	28,836.6	29,627.1	29,590.0	29,617.7	29,712.9
Pensions	3,238.7	3,048.0	3,085.9	3,089.2	3,164.6	3,196.0
Total Expenditure	32,377.2	31,884.6	32,713.0	32,679.2	32,782.3	32,908.9
Income	1,415.2	1,567.1	1,309.0	1,112.5	1,124.1	1,133.7
Cost of Services	30,962.0	30,317.5	31,404.0	31,566.7	31,658.2	31,775.2
Transfer to/(from) Reserves	0.0	644.5	125.0	0.0	0.0	0.0
Budget Requirement	30,962.0	30,962.0	31,529.0	31,566.7	31,658.2	31,775.2
Met By						
Grants	2,419.8	2,419.8	1,644.3	1,595.0	1,547.1	1,500.7
Business Rates	10,483.7	10,483.7	11,323.7	10,984.0	10,654.5	10,334.8
Precepts	18,058.5	18,058.5	18,560.9	18,987.7	19,456.6	19,939.7

These figures have not been verified at the time of publication

Appendix: **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	2007/2008 Actual	2008/2009 Actual	2009/2010 Target	2009/2010 Actual	Target Achieved?
Number of accidental primary fires	994	983	963	909	✓
Number of deliberate primary fires	470	398	630	334	✓
Number of unwanted calls (malicious and false alarms from automatic fire alarms apparatus)	3839	3806	3027	2624	✓
Cumulative percentage change in risk of fire across Service area (since 2004)	8.9%	9.1%	11%	9.6%	↗
Number of fatalities from accidental fires in dwellings per 100,000 population	0.13	0.25	0.48	0.63	✗
Number of non-fatal casualties arising from accidental fires in dwellings per 100,000 population	2.48	3.3	4.08	3.27	✓
Number of primary fires in dwellings per 10,000 population	19.14	17.51	19.44	15.64	✓
Number of working days lost due to sickness absence for wholetime uniformed staff	9.1	7.5	7	5.57	✓
Number of working days lost due to sickness absence for all staff	9	7.6	7	6.4	✓
Percentage of wholetime and retained duty firefighters with a disability	1.39	1.8	0.63	2	✓
Percentage of new entrants into the Service who are women	New target, from April 2009		15%	4.7%	✗
Percentage of new entrants into the Service who are from a BME background	New target, from April 2009		5.7%	0%	✗
The Equality Standard for Local Government			Level 3	Level 3	✓
Royal Society for the Prevention of Accidents (RoSPA) award	Gold	Gold	Gold	Yes - 2nd in sector nationally	✓
Investors In People Standard	Yes	Yes	Yes	Yes	✓

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

Updates: **Integrated Risk Management Plan 2010 to 2013**

North Yorkshire Fire & Rescue Service are required to produce a 3 year Integrated Risk Management Plan (IRMP). This provides an overarching framework for the maintenance of service delivery and community safety provisions for North Yorkshire Fire & Rescue Service. Two draft documents have been written for the 2010 to 2013 period. A full IRMP including extensive technical detail which is intended primarily to be used as an internal planning document and a separate public consultation booklet. Both are easily available on our website www.northyorksfire.gov.uk

The draft IRMP 2010 to 2013 consultation commenced on the 8th of March 2010 and closed on the 24th May 2010.

We contacted over a thousand different groups, agencies and individuals to ask if they agreed with our six proposed risk management objectives which are under pinned by specific priority areas, which we had identified for improving our service over the next three years.

The responses were as follows:

Risk Management objectives for 2010 to 2013

	TEXT	YES	NO
1	We will ensure that we have the operational resilience and ability to deal with local and larger scale incidents, and provide support for regional and national operational needs when necessary.	106	1
2	We will continue to minimise risk to the public through our community safety, fire protection and partnership programmes.	105	1
3	We will reflect the community we serve and ensure our workforce is highly trained, flexible and safe.	106	1
4	We will contribute to building stronger, healthier and more sustainable communities by tackling inequalities, and improving outcomes for people in the most vulnerable circumstances.	88	9
5	We will deliver value for money and continuous improvement in services, taking account of good operational practice and best value principles.	106	1
6	We will assess our organisation's impact on the environment and that of emergency incidents, and seek to improve the way we manage our performance in this regard by implementing a proactive environmental strategy.	99	6

Main priorities for 2010 to 2013

Community Fire Safety		Yes	No	Don't Know
1	To develop fire prevention initiatives to educate and help people reduce risk.	106	1	0
2	To deliver our work in partnership with other agencies in order to maximise community benefit.	107	2	4
3	To focus our work on safeguarding vulnerable members of our communities from fire (e.g. elderly people, people with disabilities).	104	1	7
4	To prioritise communities that have high levels of rented accommodation, houses of multiple occupation and inherent social problems, which may create an increased risk of fire.	91	8	7

Arson Related Anti-Social Behaviour		Yes	No	Don't Know
1	To work actively in the community and target potential members of the community that may get involved in such behaviour, as a means of reducing the number of arson incidents on an annual basis (e.g. burnt out cars, arson related fires).	97	3	5

Road Traffic Collision Reduction		Yes	No	Don't Know
1	To actively support the Countywide '95 Alive' Road Safety Partnership and other such facilities, and associated road safety initiatives.	102	1	2
2	To deliver a comprehensive prevention programme (e.g. targeted driving campaigns, school education initiatives, advice on fitting child car seats), as a means of reducing the number of people killed or seriously injured on the roads on an annual basis.	95	3	5

Natural Heritage		Yes	No	Don't Know
1	To support and actively work with relevant partners to protect the countryside and National Parks of North Yorkshire by assessing the risk of wildfire, and develop prevention and response strategies for forest, heathland, peatlands, agricultural and other vegetation fire.	102	2	2

Protection of Heritage Buildings		Yes	No	Don't Know
1	To work in partnership with other agencies to identify unique risks in order to manage and protect such buildings and their contents from fire.	100	4	2

Flooding		Yes	No	Don't Know
1	To develop the Service's ability to respond safely to such incidents, and effectively test that the resilience of contingency plans and working arrangements are in line with the Local Resilience Forum exercise programme.	100	0	3

Environmental Strategies		Yes	No	Don't Know
1	To establish a working group to promote the reduction by 10% of our carbon footprint by 2012.	82	15	9
2	To review incident management to reduce water usage and environmental pollution.	83	7	14

Business Continuity		Yes	No	Don't Know
1	To actively consider risks which may affect the delivery of the service and develop contingency plans and support arrangements to mitigate their impact, should they occur.	99	0	8

North Yorkshire Fire and Rescue Priorities		Yes	No	Don't Know
1	In your opinion do the priorities set out in the draft Integrated Risk Management Plan Consultation Summary address the right areas of concern for North Yorkshire and the City of York?	92	2	11

As part of the consultation we received a variety of subjective comments and these will be taken into account as we look to finalise the IRMP for 2010 – 2013.

The Authority approved the IRMP (as set out for consultation purposes) at the meeting in June 2010. Following this, working groups will be set up to research good practice in our identified

areas and make proposals on how to improve our Service through specific action plans. Further and more detailed consultation will take place if changes to how we deliver the service are proposed.

Results from the draft IRMP 2010 – 2013 consultation are available on our internet site.

If you would like this document in another format such as large print or in another language, please call 01609 788501.

Je li chcesz, aby ten dokument w innym formacie, takich jak duży druk lub w innym języku, prosimy o kontakt telefoniczny 01609 788501.

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