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هذه الوثيقة متاحة أيضا بلغات أخرى والأحرف الطباعية الكبيرة وبطريقة سمعية عند الطلب.

এই ডকুমেন্ট অন্য ভাষায়, বড় প্রিন্ট আকারে এবং অডিও টেপ আকারেও অনুরোধে পাওয়া যায়।

درخواست پر یہ دستاویز دیگر زبانوں میں، بڑے حروف کی چھپائی اور سننے والے ذرائع پر بھی میسر ہے۔

本文件也可應要求，製作成其他語文或特大字體版本，也可製作成錄音帶。

अनुरोध पर यह दस्तावेज़ अन्य भाषाओं में, बड़े अक्षरों की छपाई और सुनने वाले माध्यम पर भी उपलब्ध है

Ce document est également disponible dans d'autres langues, en gros caractères et en cassette audio sur simple demande.



The Authority is responsible for setting in place appropriate performance management and internal control systems from which the information and assessments in the Plan have been derived. The Authority is satisfied that the information and assessment included in the Plan are in all material respects accurate and complete and that the Plan is realistic and achievable.



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## PART I - BACKGROUND AND INFORMATION

### **We are pleased to introduce our new Community Protection Plan which incorporates County Durham and Darlington Fire Authority's Corporate Plan and Integrated Risk Management Plan.**

This document provides us with an opportunity to inform the people, businesses and our partners within County Durham and Darlington of the strategic direction the Combined Fire Authority intends to take over the next three years to make our vision of **Safest People, Safest Places** a reality.

We continue to reduce the risk of damage, injury or death from fire and other emergencies and to add value to the social, economic and environmental well-being of the communities in County Durham and Darlington. Identifying and managing risk remains key to ensuring that we have the right resources in the right place to respond at the right time. The introduction of the Fire Safety Order has brought new and different challenges to the protection activities of our fire safety teams. We have fully engaged with our business communities, advising on its implications. Successful intervention measures and excellent emergency response times provide public assurance and satisfaction with our service delivery.

The Authority has realigned its resources to significantly strengthen the prevention activities we undertake, individually as a Fire and Rescue Service and by working in partnership across our communities.

We have continued to make considerable progress since we published our first IRMP plan in 2004; our risk management process has now become embedded within our business planning process. In addition, we have made significant progress with our equality and diversity goals and have achieved accreditation to level 3 of the Local Government Equality Standard.

County Durham and Darlington Fire and Rescue Authority has a statutory duty to provide a Fire and Rescue service for the residents of County Durham and Darlington. It is vital that this Service is both fit for purpose and exceeds the needs of our diverse communities. We are constantly aware of the changing environment in which we operate and review our strategic direction and priorities accordingly.

The United Kingdom is currently facing unprecedented global financial challenges which will place greater and different risks on our communities over the coming years. The Authority needs to be able to respond to any changes in the risk environment and ensure that resources are targeted to the areas of greatest need.



A handwritten signature in black ink, appearing to read 'Susan Johnson'.

Susan Johnson  
Chief Executive



A handwritten signature in black ink, appearing to read 'C Magee'.

Councillor Charles Magee  
Chairman of the Fire Authority



## INTRODUCTION



This Community Protection Plan is the Combined Fire Authority's key strategic plan, outlining how it will achieve its vision of:

### *'Safest People, Safest Places'*

The publication meets the Authority's statutory duty to publish a three year Integrated Risk Management Plan (IRMP), setting out an analysis of the risks within local communities, and how we intend to protect, prevent and respond to reduce these risks. For the first time, we have combined our IRMP with our Corporate Plan. The achievement of our vision can only become a reality if the whole organisation works effectively in partnership. This combined publication allows us to set out how the Service will work together to reduce the risks within our communities.

We believe that having one strategic document makes it easier for our staff, partners, residents and businesses to understand exactly what we are trying to achieve in relation to:

- Our aims and objectives
- How we analyse and identify the risks within our communities
- How we plan to reduce these risks
- How we plan to prioritise our resources in accordance with these risks
- How we will monitor our performance

*"We believe that having one strategic document makes it easier for our staff, partners, residents and businesses to understand exactly what we are trying to achieve".*

# HOW WE APPROACH RISK MANAGEMENT - THE INTEGRATED RISK MANAGEMENT PLAN (IRMP)

## Operational Risks

Our approach to managing risk ensures that we take account of the complex and changing needs of our communities. We undertake an assessment of local risks in order to determine the causes and establish how we can eliminate, reduce or mitigate the impact of these risks. Our strategic aims and objectives are reviewed to ensure that the overall strategy of the Service takes account of any requirement for us to change our approach, either because of changes to the risk profile of the area or because of a change in policy at a national, regional or local level. We have outlined some of these areas later in the plan.

We assess the frequency, size and outcomes of previous operational incidents and balance this data with indicators of potential future risks. This is informed from a variety of sources such as the National Risk Register, the Community Risk Register and data gathered by our partner organisations.

## Corporate Risks

We also face a number of corporate risks that we need to manage as an organisation. This includes areas such as the availability of financial resources, the corporate governance of the organisation in accordance with statute and ensuring effective communications are in place.

Whilst the link to the impact on local communities is less direct, we must ensure that the risks are managed effectively to avoid any adverse impact on our front-line service provision, and our ability to meet our vision.

We believe that our IRMP consolidates our approach to risk management through one strategic plan ensuring that our resources are prioritised based on the identified risks.

## IRMP priorities

We have considered the risks that face us and our local communities, and have based our IRMP priorities on ensuring that we target resources to reduce them. Our IRMP priorities are outcome based - which means that we are focusing on the 'bigger picture' in terms of what we are trying to achieve and our priorities are easily recognisable by our local communities, our staff and partners.

## One Year IRMP Action Plans

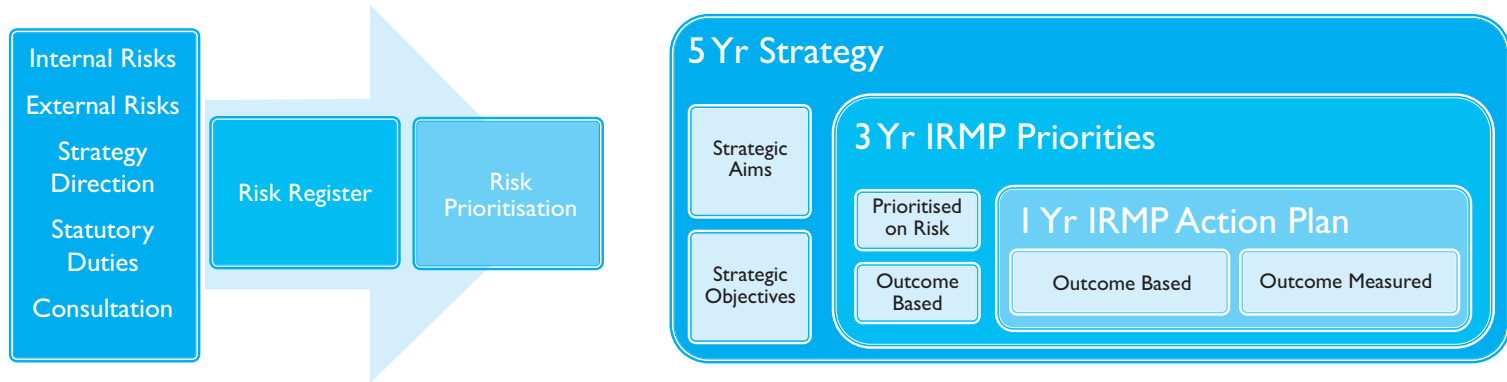
Included within this document are our one year action plans. These plans represent the actual work that we will undertake to ensure we meet our IRMP priorities. They are designed to focus our resources on identified risks.

This approach, from our strategic aims and objectives through to one year action planning, provides us with a methodology for effectively aligning our strategy and delivery.



## TURNING OUR VISION INTO ACTIONS

Our strategic aims and objectives are based on ensuring that the Authority can achieve its vision of Safest People, Safest Places. We are committed to making the communities that we serve safer and our strategic aims and objectives reflect this commitment.

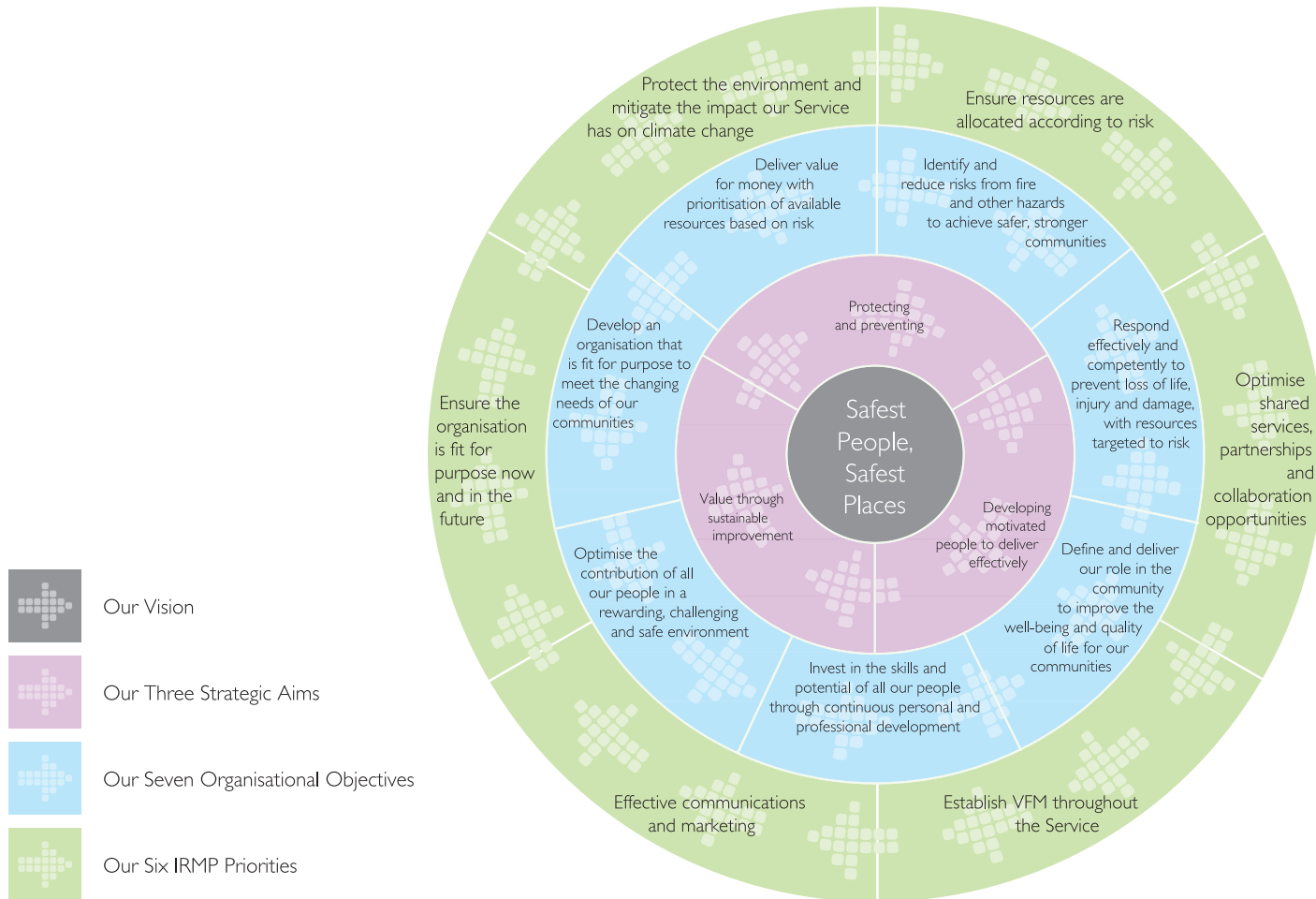




Our aims and objectives reflect the fact that we want to be recognised as the best Fire and Rescue Service in the United Kingdom. This will enable us to deliver on our vision and will ultimately mean that the people that live and work in, or are visitors to County Durham and Darlington are safe.



# ALIGNING OUR VISION AND 3 YEAR PRIORITIES



## HOW WE ASSESS RISKS AND CHALLENGES

### Resources in the Right Places - How has our New IRMP been developed?

Integrated Risk Management Planning (IRMP) is about allocating resources in the most effective and dynamic way to improve public safety, reduce the number of fire incidents and save lives. It considers the hazards that have the potential to cause damage, injury and harm, as well as the lessons to be learned from the risks evident in past fires and emergency incidents.

A key consideration when developing this plan was to ensure that addressing the needs of our community was at the heart of our planning and risk reduction processes. This document fully integrates with our other key plans, policies, procedures and all staff and key stakeholders were given the opportunity to assist with the development of this plan. We have ensured that our Corporate, Community and Section Risk Registers reflect the ever changing environment we work and live in.



## PART 2 - CHALLENGES AND RISKS

**This section of the Community Protection Plan provides information in relation to some of the risks that face our communities and the Combined Fire Authority. The information in this section of the plan is considered when establishing our IRMP priorities and work plans.**

### Our Area

County Durham and Darlington is in the North East of England and covers an area of almost 2,460 square kilometres. Durham City and the larger industrial and commercial towns are in the east of the area; in contrast the west is predominantly rural consisting of open moor land and wooded river valleys and is sparsely populated. Darlington, our largest town, lies in the South and is undergoing significant regeneration.

With good transport networks, the area is accessible by rail via the East-Coast mainline, by road via the A1 (M) and A19 and by air via Newcastle and Durham Tees Valley International Airports.

Over the last twenty-five years the traditional industries, such as coal mining and steel manufacturing, have disappeared and have been replaced by high-tech factories and modern business parks in towns such as Peterlee and Sedgfield.

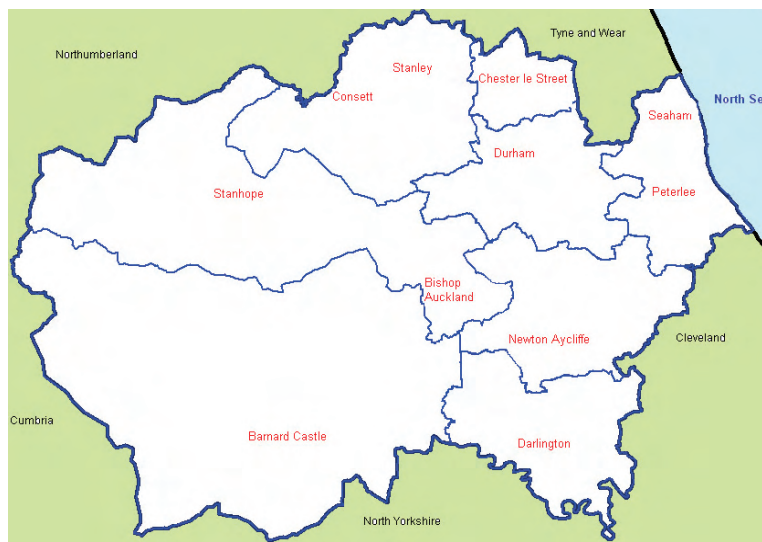
Tourism continues to grow and plays an important part in the local economy; key attractions such as Durham Cathedral,

Beamish Museum, the North Pennines and the County Cricket Ground attract thousands of visitors each year.

The growing number of business and industrial developments such as NETPark also contribute to the local economy by providing employment opportunities.

Durham has a world class University; the number, range and quality of graduates are a major contribution to the area.

All the above factors contribute to a diverse risk profile which needs to be considered carefully when we are allocating our resources to prevention, protection and response activities.



# COUNTY DURHAM AND DARLINGTON FIRE AND RESCUE SERVICE PROFILE

We keep detailed records of incidents we attend and from these we are able to establish where fires are most likely to occur and what are the most probable causes. For the past five years, we have also been using a computer modelling programme, known as FSEC (Fire Service Emergency Cover), to map a range of information including building location, special risks and road networks against our station locations and resources. Using historic incident data and local demographic information, FSEC calculates the level of risk in the area against current service provision. FSEC provides a robust model that informs the decisions that we make about the resources we require for operational response.

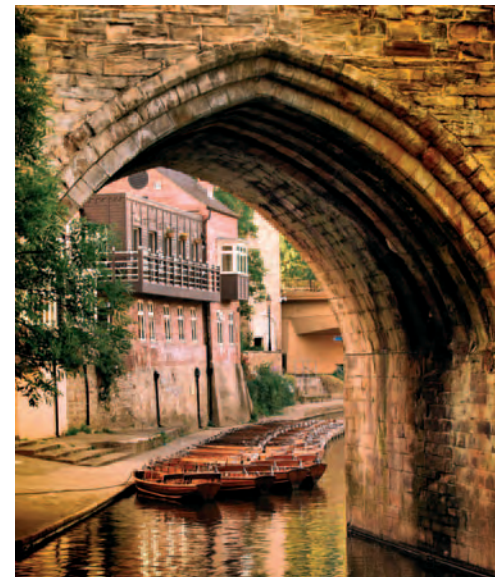
As a result we continue to deliver our front line Service via six District areas; Darlington, Derwentside, Durham, Easington, Sedgfield and Wear and Tees. Placing our operational, community and fire safety staff in local areas enables us to provide a more integrated, cohesive and focused approach to addressing local risks, as well as improving access to services and advice for local residents and members of our business community.

Our Headquarters site at Framwellgate Moor houses our support functions, the command and control centre and an operational fire station covering the Durham city area.

Overall the Authority employs 684 personnel across its four Service Directorates of Corporate Services, Community Safety, Operations and Organisational and People Development.

## Staff Numbers

	2007/08	2008/09
Whole-time Fire-fighters	384	390
Part-time Fire-fighters	168	168
Control Room Staff	26	26
Support Staff	96	100



## DEMOGRAPHICS

Today, more than half a million (604,900) people live in County Durham and Darlington, with under half of these being economically active. These population figures, whilst remaining fairly static in recent years, have decreased since the 1970s in line with the national trend.

The population comprises approximately 51% females and 2.2% ethnic minorities; 21.8% are under 18 and 16.6% are over 65. (Source: Government Census 2001).

Many parts of the area have housing stock that is sub-standard, falling below accepted decency levels and this combined with lifestyles associated with the industrial past has resulted in the area also having poor health statistics and low life expectancies. In addition economic activity in the area is low - almost 10% lower than the national average and, despite real improvements in recent years, educational attainment is also below the national average. Clearly these factors contribute significantly to the alarming and unacceptable levels of social deprivation observed in our area:

County Durham and Darlington has 16.4% of its Super Output Areas (SOAs) in the top 10% most deprived; 33.2% in the top 20% most deprived; and 49.3% in the top 30% most deprived.

The District of Easington has the most significant levels of deprivation in the North East within the top 10%, 20% and 30% categories (50.8%, 71.4% and 82.5% respectively) and has the sixth worst levels in the country.

Again these factors impact on the risk profile for County Durham and Darlington and therefore help us to determine where we need to allocate resources in order to mitigate these risks.



	Number of SOA's	Number of SOA's in Top 30% Most deprived	Percentage of SOA's in Top 30% Most deprived
England	32,482	9744	30
North East	1,656	846	51.1
County Durham & Darlington	383	189	49.3
Easington	63	52	82.5

*“It is important that we consider the impact of challenges at an early stage and put strategies in place to ensure that we are well placed to meet them”.*



## NEW AND EMERGING CHALLENGES

There are a number of national, regional and local influences that will impact on the Authority over the life of this plan. It is important that we consider the impact of these challenges at an early stage and put strategies in place to ensure that we are well placed to meet them.

### **Local Government Reorganisation (LGR)**

The creation of the new Unitary Authority for County Durham provides a range of opportunities for the Fire Authority to improve the services we deliver to our communities. Partnership working is a vital part of the way we deliver our services and provides an opportunity to lever the greatest benefit for the community from across all relevant organisations. Over the next three years we will explore how we can share services, form partnerships and work to collaborate with our partner organisations in order to provide effective and efficient services. We see both the new Durham unitary authority and Darlington Borough Council as the key partners to help us achieve our objectives and help communities through the economic downturn.

### **The Economic Recession**

The national and local impacts of the global recession have the potential to impact on the services that we provide in two ways. Firstly, there is evidence to suggest that as individuals economic circumstances worsen, changes in behaviour place an increasing demand on our services. Even in the early stages of the recession we are witnessing increased activity levels associated with changing attitudes towards burning alternative fuels, and we expect the demand for our services to continue increasing over the life of this plan and potentially beyond this. Secondly the impact of the recession on personal finances means that we need to carefully consider the financial resources we can raise through local taxation.

### **Equality and Diversity**

The Fire Authority faces a significant challenge to ensure that its workforce represents the communities we serve. To achieve this we need to ensure that women and minority ethnic groups see the Fire and Rescue Service as a career opportunity. We also need to focus our activity to the specific needs of the various diverse groups that make up our communities. To do this we need to engage with and understand the needs of all groups within our communities irrespective of age, disability, gender, race, religion or belief and sexual orientation.

### **Public Expenditure**

The effects of the recession will impact on public expenditure and on our Service. We anticipate the financial settlement that we receive from the government to worsen significantly over the next three years. This, coupled with reducing incomes for local council taxpayers, places a significant challenge on the Service to meet increasing demands when expenditure on public services is reducing. The impact of this issue is further discussed in part 3.

### **Efficiencies**

As with all public services, the Fire Service is expected to become more efficient and to re-invest efficiency savings into prevention and protection in order to reduce the cost burden on the tax payer. A study into fire service efficiency - 'Rising to the Challenge' identifies efficiency savings of over £200M achievable nationally if the best practice areas that have been introduced in certain Services are embraced by all. We need to determine how these efficiencies will be realised whilst continuing to provide a first class service to our communities.

## National Project - FiReControl

FiReControl is a national project which forms part of the Government's Resilience Programme. A network of nine Regional Control Centres capable of providing a resilient call handling and mobilisation service will replace the existing forty-six stand alone Centres. The North-East Regional Control Centre is located at Belmont near Durham City and the project will be delivered during the life of this plan. Whilst some financial support has been provided the project will require significant financial and staff resources to ensure we are prepared for an effective transfer to the new Control Centre.

## National Project - FiReLink

FiReLink is also part of the Government's Resilience Programme and is linked to the FiReControl Project. Existing analogue radio equipment is being replaced with a technologically advanced digital communications system. The new system provides increased functionality and ensures that an effective, resilient communications network exists throughout the entire country and will increase interoperability with other emergency services. Again this places significant resource demands on the Service to ensure the transition is achieved safely and smoothly without a negative impact on our operational response capability.

## Environment and Heritage

Climate change has the potential to impact on the risks faced by our communities. Increasingly there is a requirement for Fire and Rescue Services to respond to incidents at a regional or national level. For example, the summer 2007 floods required a response at a national level in order to protect local communities. Drier summers increase the risk of moorland and wildfires. We are working with our partner organisations and neighbouring Fire and Rescue Services to prepare a Wildfire Strategy.

We also have a responsibility as a public service to take a leading role in protecting the environment. Over the coming three years of this Community Protection Plan we will be striving towards achieving the highest environmental standards with all of our activities, buildings and vehicles.

We are uniquely placed as a Fire and Rescue Service to have a significant impact on protecting the environment. Fires and other operational incidents can be extremely damaging to the environment and therefore we will seek to reduce the number and impact of these incidents. When incidents do occur our staff will take every reasonable measure to limit the environmental impact.

County Durham and Darlington has a unique historic environment, which enriches the quality of life of residents and visitors.

Safeguarding our Heritage is an essential component of our strategies and plans. We have undertaken wide consultation with stakeholders in County Durham and Darlington, including the Environment Agency and English Heritage to help us to ensure we have a full understanding of the importance of these sites to our communities. We have developed appropriate response plans to deal with incidents at these sites.





## Accidental Fire Deaths and Injuries - Thinking Smarter to make a Difference

Despite a reduction in accidental dwelling fires and a decline in the number of injuries, during 2008/09 we have seen a concerning rise in the number of accidental fire deaths. This follows a period of no accidental fire deaths from October 2006 until April 2008. In response to this concern we have established a strategic task group to specifically identify the reasons behind the increase and to identify actions to reverse this trend.

There are a number of factors that significantly increase the risk of an individual dying in a house fire:-

- People who live alone
- Elderly people
- People with limiting long term illness
- People living in rented accommodation
- People living in areas of social deprivation
- People who are alcohol and/or drug dependent

## Local Resilience Forum

County Durham and Darlington Fire and Rescue Service play an active role in the Local Resilience Forum (LRF). The LRF was established under the Civil Contingencies Act 2004 and includes emergency services, local authorities, primary care trusts, the environmental agency and other key organisations. The risks identified for County Durham and Darlington through the LRF are captured and managed through the Community Risk Register which helps inform our risk registers and the actions we take to mitigate risk.

## Regulatory Reform Order (RRO)

The introduction of the RRO brought about new challenges for the Fire Authority. We have introduced a management strategy and a risk based inspection programme to enforce the provisions of the Regulatory Reform (Fire Safety) Order 2005. We will continue to monitor and review the success of this strategy to ensure that our resources are targeted accordingly.

## Provision of Risk Information to Operational Crews

At times our firefighters have to deal with challenging situations. We take pride that our firefighters are the safest in the country with fewer injuries at operational incidents than any other Service. This is a reflection of our commitment to an excellent health and safety culture. Our Risk and Resilience Team gather, manage and maintain specific risk and hazard information on premises and sites located within our area. The emphasis of the information gathering process is to focus on the protection of Service personnel carrying out operational procedures at any given location. We make this risk information available to our crews via mobile data terminals which we have installed on all front line appliances.

The Service uses this risk information to supplement information that is gathered through our fire safety inspections and the information received from partner organisations.

*“At times our firefighters have to deal with challenging situations. We take pride that our firefighters are the safest in the country with fewer injuries at operational incidents than any other Service.”*



## SUPPORTING LOCAL PARTNERSHIPS

To achieve strong and prosperous communities the Government has set out its expectations of public services, strengthened through legislation, to work in partnership to deliver better outcomes for people and places. By developing a shared vision in the Sustainable Communities Strategy and agreeing to shared priorities through the Local Area Agreement (LAA), all public agencies are committed to addressing the risks and challenges facing local areas and then combining their resources to best effect. The Fire & Rescue Service is a strong and active partner in both the County Durham

and the Darlington Local Strategic Partnerships and the associated thematic and locality partnerships. We recognise that those people who are most vulnerable and most at risk of being injured or dying in a fire are also those that suffer from poor health, live alone or in sub standard housing or are battling with lifestyle issues such as alcohol or substance misuse. These complex and interrelated risk factors cannot be effectively reduced or eliminated by one agency acting alone. The Service has a unique ability and capacity to effect positive and sustainable change for our communities and we are

committed to being a partner of choice in delivering innovative programmes and projects which help our citizens to lead long and healthy lives in vibrant places across the County and Borough.

The Service has developed an interactive LAA Toolkit which details why and how we contribute to the key priorities in both LAA's and explains what we will do, in partnership with other agencies, to deliver better outcomes for citizens. The Toolkit is available to our partners and the public via our website [www.ddfire.gov.uk](http://www.ddfire.gov.uk)





EXERCISE  
STAFF

FIRE

IFS

## PART 3 - ALIGNING RESOURCES TO RISK

**This section of the plan provides information on how we make best use of our resources to ensure that we can effectively manage the risks to our communities.**

### People

We recognise that our people are our greatest asset. We need to ensure the organisation is fit for purpose now and in the future by ensuring all our staff are committed, skilled and empowered in order to deliver our strategic aims, objectives and IRMP priorities.

The challenges and risks identified in Part 2, require us to ensure that we have the right people, in the right places, at the right time with the right skills.



### The Right People

We are committed to having a diverse workforce that represents our communities as we believe this is the most effective way to engage and understand their needs. We have set stretching targets both for the recruitment of women and minority ethnic staff across all sections of our Service which are higher than those required by the Fire and Rescue Service Equality and Diversity Strategy.

### People with The Right Skills

We recognise that our people need to possess a wide range of skills, as the challenges and risks that we face as an organisation going forward are significant. We have a risk assessed approach to training and development, based on agreed national standards. As our people become more involved with partners and play an ever increasing role in improving the quality of life of vulnerable people, their skills require honing and enhancing. We will continue to review our training requirements as the risk profile changes.

### People In the Right Places at the Right Time

We plan the use of our resources carefully, based on the areas of greatest risk. As the risk profile changes, we will reallocate these resources in order to ensure effective service delivery. We have adopted a flexible approach to resource allocation to ensure that the entire service can deliver the greatest benefit to the community. We recognise the economic recession will bring financial pressures limiting the organisations growth at a time when there will be increasing demand for a wider range of services. The ability to manage dynamically and move resources quickly is essential if we are to respond to a rapidly changing environment.

## Equality and Diversity

We recognise the importance of equality, diversity and fairness in terms of recruitment and promotion practices, our internal culture, our work with partners, activities in local communities and the delivery of services. We are promoting an inclusive culture that enhances our ability to interact with communities, enabling better connection with hard to reach groups so they accept and act on the fire safety advice we provide. We have developed and continuously improve positive action to increase minority ethnic and female representation in our workforce.

*“We recognise the importance of equality, diversity and fairness in terms of recruitment and promotion practices, our internal culture, our work with partners, activities in local communities and the delivery of services”.*



# FINANCIAL RESOURCES

## Background

The Fire Authority has robust arrangements in place to manage its finances over the medium term. We have aligned the budget setting and planning cycles to ensure that any investment requirements are fully considered at the time the budget is set.

The global economic situation is expected to significantly impact on public sector finances over the medium to longer term. The Authority is anticipating a reduction in funding from 2011/12. Our revenue budget and funding position for the next three years is therefore extremely challenging. We are anticipating a resource shortfall in future years that can only realistically be managed through releasing efficiencies from our existing resources.

## Matching Financial Resources to Risk

We recognise that we need to invest in our priorities. We have adopted a resource allocation model that allows us to determine the impact of investment and savings on our aims and objectives. This methodology ensures that we invest in areas that we know will have a positive impact and that will ultimately assist us in achieving our vision. We also use this model to ensure that any efficiencies that we identify have no adverse impact on our aims and objectives. By using

this model, we are confident that we fully consider the implications of our investment and savings proposals and match financial resources to the risks that we have identified.

## Medium Term Financial Planning

We have a Medium Term Financial Strategy that aims to ensure that the Authority has the resources to progress its priorities. This

strategy examines future spending projections and anticipated funding levels, as well as the risks that the Authority faces in the medium to long term and outlines how these risks are being mitigated and managed. The medium term financial strategy is available to download from: <http://www.ddfire.gov.uk>. An extract from the medium term financial strategy is shown below representing the Authority's anticipated financial position from 2009/10 to 2011/12.

<b>Budget Requirements</b>	2009/10 £'000	2010/11 £'000	2011/12 £'000
Standstill Budget	30,319	31,016	32,022
Net Funding Requirements	100	340	170
Total Requirement	30,419	31,356	32,192
<b>Funded By:</b>			
Central Government Grant	14,193	14,529	14,529
Collection Fund Surplus	154	-	-
Precept Income	16,072	16,795	17,551
Total Funding	30,419	31,324	32,080
Shortfall (-) / Surplus	0	-32	-112

*“We recognise that we need to invest in our priorities. We have adopted a resource allocation model that allows us to determine the impact of investment and savings on our aims and objectives”.*



We consult extensively on our proposed budgets prior to approval by the Fire Authority. The citizen's panel provides the opportunity for local people to inform the budget setting process. Meetings are also held with members of the business community to discuss our financial plans. Our budget process is transparent and takes account of users' views of our services and levels of council tax.

### Improving Infrastructure through Capital Investment

In pursuit of the community safety agenda, the Authority is progressing a number of significant estates improvements over the medium term. These improvements recognise the importance the Authority places on

providing community buildings that can be used for community safety education and by partners to improve joint working across the public sector. Our plans include the following:

- New Community Fire stations
- New Headquarters and Training Facilities

We will continue to ensure that our staff have the best equipment available to undertake their demanding roles, through investing in state of the art technology, vehicles and equipment.

Our planned capital expenditure over the medium term is over £17 million. Through prudent budget management and efficient use of reserves, the Authority is planning to undertake this level of investment without a significant impact on council tax levels.

	2009/10 £	2010/11 £	2011/12 £
Vehicles	991,500	968,500	350,000
Equipment	225,300	114,000	244,600
Premises	10,100,000	4,100,100	100,000
Total	11,316,800	5,200,500	694,600



### Value for Money and Efficiencies

The Fire and Rescue Service was set a national cashable efficiency target for the period 2005/06 to 2007/08 of 5% of total expenditure (£105 Million). This target relates to the whole of the English Fire and Rescue service.

The Authority is committed to delivering Value for Money services to our communities, and has adopted a Value for Money strategy to provide a framework for delivery over the medium term. The VFM strategy is available at [www.ddfire.gov.uk](http://www.ddfire.gov.uk).

The Authority exceeded the national efficiency target at a local level, achieving efficiencies of £1.8M against a locally set target of £1.5M. These savings have been used to maintain low council tax increases and to invest in prevention work through community safety activities.

### Value for Money and Efficiencies - Looking ahead

The National Framework document sets out areas where Fire Services need to consider making efficiencies, including improved collaboration between Services, sharing services with partners and improving procurement practices to achieve economies of scale.

The Fire and Rescue Service has again been set a significant challenge in relation to efficiency requirements for 2008/09 to 2010/11. A target of 4.8% of total expenditure (£110 Million) for the English Fire and Rescue Service has been set. Applying this target locally to our Authority results in a target of approximately £1.3m to be achieved by 31st March 2011. We are striving to improve efficiency across the whole of the Service, whilst balancing the requirement to provide effective services to our local communities.

The IRMP provides a focus for this work. So far, we have planned to make efficiencies of £81,000 in 2008/09 and £215,000 in 2009/10, totalling £296,000. These savings have again been used to maintain low council tax increases. We will continue to utilise our resource model to determine areas for savings throughout the spending review period.

### Contracts

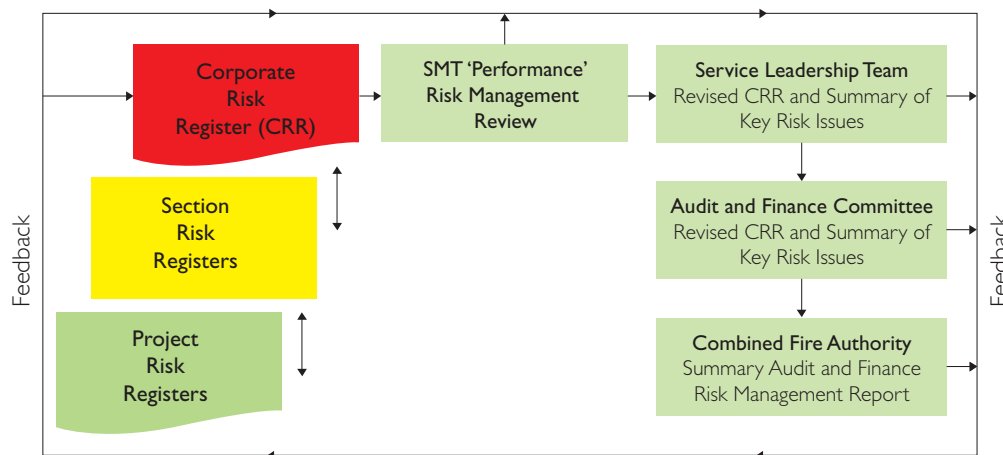
We have awarded no contracts during 2008/09 which involve a transfer of staff; however had this been applicable these would comply with the requirements in the Code of practice on Workforce Matters in Local Authority Service Contracts (ODPM Circular 03/03).



# MEASURING OUR SUCCESS

We have a performance management framework that utilises a range of performance indicators to measure our success. Performance and risk management is carried out at all levels of the organisation. Scrutiny of performance is undertaken monthly by our Service Management Team and quarterly by our Performance and Policy Review Committee.

The diagram below indicates the approach we take to risk management.



Our various risk registers are used to record operational, corporate and individual risks. Following the introduction of the Local Government and Public Involvement in Health Act 2007 which removed the responsibility to report Best Value Performance Indicators, there are only two indicators that a Fire Service is required to report against. These are:

**NI 33** (Arson Incidents) - Number of deliberate primary and secondary fires.

**NI 49** Number of primary fires and related fatalities and non-fatal casualties excluding precautionary checkups.

In a response to this position we are undertaking a review of the framework used to manage performance across the organisation.

The latest information on our performance indicators can be found at our web-site at [www.ddfire.gov.uk](http://www.ddfire.gov.uk) and will also be available in the Fire Authority's Annual Report which is also available from our website.



## PART 4 - THREE YEAR PLANS

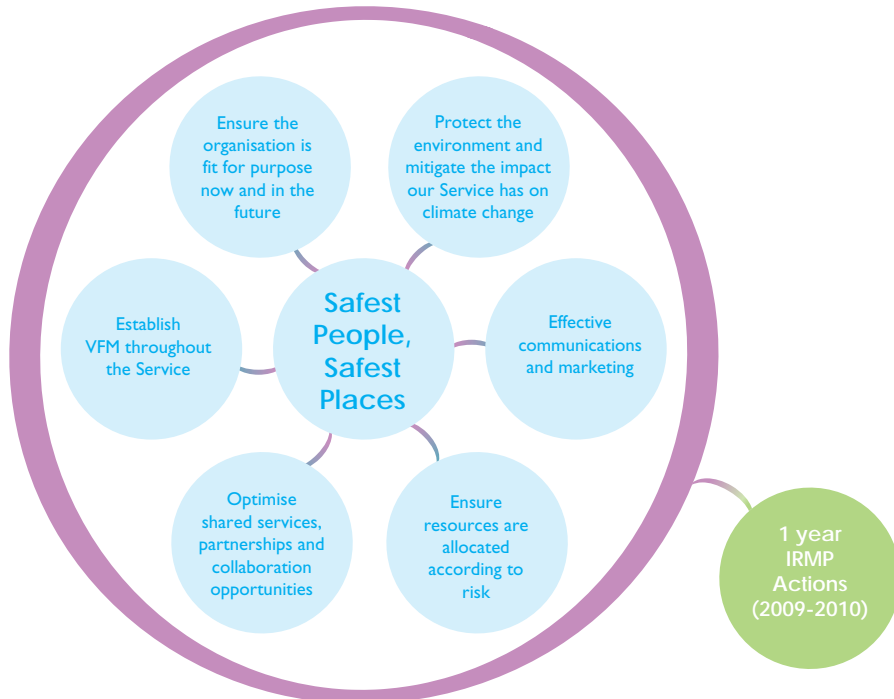
**This section of the plan outlines our 3 year plans and the actions we will take to deliver them.**

The previous sections of this plan have identified the challenges and risks that are facing the Authority. We have considered

these challenges and risks and determined a range of outcomes that will help us to deliver against our IRMP priorities.

Starting with our IRMP priorities that have been developed from the analysis of the risks and challenges outlined in Part 2 we have determined a series of outcomes that we will strive to deliver over the next three years. For 2009/10, 2010/11 and 2011/12 we have also developed a series of projects that will be delivered through each Directorate and Section which outlines the specific actions we will take to deliver the identified outcomes. This aligns all of our activities throughout the Service with the risks that face our communities and the organisation.

More detailed Section and District plans can be found on our web site at: [www.ddfire.gov.uk](http://www.ddfire.gov.uk)



*“We have considered these challenges and risks and determined a range of outcomes that will help us to deliver our IRMP priorities”.*



## I. Ensure resources are allocated according to risk

(links to strategic objectives 1,2,6 and 7)

*We will:-*

Ensure that our work is targeted to the needs of our communities throughout all aspects of emergency response, prevention and protection. We will seek to reduce risks to achieve safer and stronger communities.

### To achieve this objective, over the next three years we will:

Ensure resources are allocated according to risk

Ensure the continuous development of risk mapping

Ensure the highest standards of Health & Safety and welfare

In order to achieve the maximum benefit from the resources we have available it is vital that we can identify the greatest risks to both the community and the organisation. Once the risks have been identified, analysed and prioritised we will then calculate the resources that are required to mitigate the impacts.

As risks change we will constantly evaluate the resources that are dedicated to this particular area and move the resources accordingly. We will, where possible, continue to focus our emphasis on prevention through a thorough understanding of where the risk areas are and the resources required to meet these needs.

The safety of our staff and the public is our greatest concern. Since 2002/2003 we have seen our accident figures fall by almost 60% and this is a reflection of the significant investment we have made in the health and safety of our staff through training, procedures, new equipment and protective clothing.

Nationally however concern has been raised about the rise in Firefighter fatalities and this is an indication of the importance of continuing to develop our excellent health and safety culture. This will remain a key objective for us over the next three years.