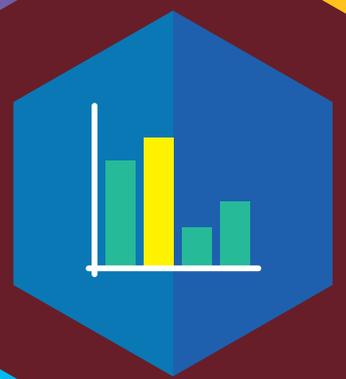
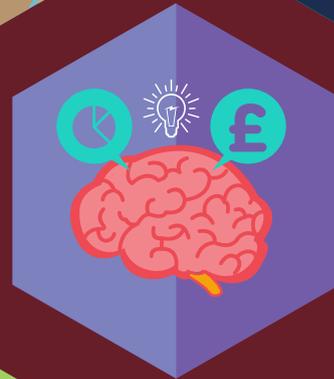


Corporate Safety Plan

2017-2020



www.staffordshirefire.gov.uk



Staffordshire
Fire and Rescue Service
preventing • protecting • responding

If you would like this document in another language or format, or if you require the services of an interpreter, please contact us.

0300
330 1000



Polish

Jeżeli chcieliby Państwo otrzymać ten dokument w innym języku lub w innym formacie albo jeżeli potrzebna jest pomoc tłumacza, to prosimy o kontakt z nami.

French

Si vous souhaitez obtenir ce document dans une autre langue ou sous un autre format ou si vous avez besoin des services d'un interprète, veuillez nous contacter.

Urdu

یہ دستاویز اگر آپ کو کسی دیگر زبان یا دیگر شکل میں درکار ہو، یا اگر آپ کو ترجمان کی خدمات چاہئیں تو برائے مہربانی ہم سے رابطہ کیجئے۔

Bengali

যদি আপনি এই ডকুমেন্ট অন্য ভাষায় বা ফরমেটে চান অথবা যদি আপনার একজন ইন্টারপ্রেটারের প্রয়োজন হয়, তাহলে দয়া করে আমাদের সাথে যোগাযোগ করুন।

Punjabi

ਜੇ ਇਹ ਦਸਤਾਵੇਜ਼ ਤੁਹਾਨੂੰ ਕਿਸੇ ਹੋਰ ਭਾਸ਼ਾ ਵਿਚ ਜਾਂ ਕਿਸੇ ਹੋਰ ਰੂਪ ਵਿਚ ਚਾਹੀਦਾ ਹੈ, ਜਾਂ ਜੇ ਤੁਹਾਨੂੰ ਸਲਾਹਕਾਰ ਸਮਝਾਉਣ ਲਈ ਕਿਸੇ ਫਿਟਰਪ੍ਰੋਵੀਡਰ ਦੀ ਲੋੜ ਹੈ, ਤਾਂ ਤੁਸੀਂ ਸਾਨੂੰ ਸੱਸੋ।

Arabic

إذا أردت هذه الوثيقة بلغة أخرى أو بطريقة أخرى، أو إذا كنت بحاجة إلى خدمات مترجم، فنرجو أن تقوم بالاتصال بنا.

Chinese

本文件可以翻譯為另一語文版本，或製作成另一格式，如有此需要，或需要傳譯員的協助，請與我們聯絡。

Farsi

اگر این مدرک را به زبانی دیگر یا در فرمتی دیگر میخواستید و یا اگر احتیاج به سرویس مترجم دارید، لطفاً با ما تماس بگیرید

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From August 1, 2018, the governance and oversight of Staffordshire's Fire and Rescue Service changed from a committee of 21 councillors to being my responsibility, as Staffordshire Commissioner for Police, Fire and Rescue and Crime.



*Matthew Ellis,
Staffordshire Commissioner*

This Corporate Safety Plan was developed by the Service with input from councillors previously involved and covers the period 2017 to 2020. The Plan describes how the Service intends to keep people safe and meet their statutory obligations.

The existing plan runs until 2020 and I see no need for it to be redrafted. Instead I want to retain the plan and add to it over time, particularly around greater collaboration with Staffordshire Police and other public services. In essence I have reapproved the plan but will amend aspects of it over time.

I am pleased to be working with the Service and building on the excellent work they are doing to keep people safe across Stoke-on-Trent and Staffordshire.

**Matthew Ellis,
Staffordshire Commissioner**



Welcome to Stoke-on-Trent and Staffordshire Fire and Rescue Authority's Corporate Safety Plan for 2017 -2020

Our vision is to make Staffordshire the safest place to be. Our aspiration is to achieve zero preventable deaths by working effectively with partners and the community.

To do this we must adapt to the ever-changing risks in our communities and so, as we move to 2020 and beyond, your fire and rescue service will be changing. But our commitment to making life safer for everyone in the county remains as strong as ever. Over the last 10 years, the demand on our services has reduced significantly. This is because the communities of Staffordshire have become safer with our help. To ensure our resources meet the new level of risk, we must keep moving forwards towards a smarter, more efficient and more relevant fire and rescue service for the people of Staffordshire.

This plan sets out the vision for our Service over the next three years. It recognises the considerable transformation we have implemented during the Corporate Safety Plan 2014 – 2017 and looks to build on our excellent work to date. There are continuing challenges facing all of the public sector however we are confident that our approach to transformation and understanding the needs of our communities places us in an excellent position to continue working in a way that supports the residents of Stoke-on-Trent and Staffordshire. Staffordshire Fire and Rescue Service is one of the best performing fire and rescue services in the country. We remain at the forefront of innovative thinking when it comes to ensuring a cost effective, fit for purpose service being delivered to our community. We aim to raise our already high standards to make sure we are delivering against our vision of making Staffordshire the safest place to be. Ongoing work has identified that the way that Fire and Rescue Services operate in the future will look and feel different to the traditional approach that has been seen in the past. New technology, equipment and training allow us to look closely at alternative approaches to how we deliver an effective service.

Opportunities to work more closely with our communities and partners will allow us to contribute to improving the health, safety and wellbeing of the public in different ways that will be even more effective.

Our focus is still firmly on the fact that prevention is better than cure. We will continue to invest in the proactive prevention activities that have seen the number of fire related casualties fall to their lowest ever levels.

We will continue to deliver the highest standard of emergency response when it is required, although how we deliver this response will change as we seek to take advantage of new technology and the emerging approaches being developed across the fire sector. We remain committed to our promise that in making the changes we believe are necessary to meet future challenges; we will not compromise the safety of our firefighters or the communities we serve. Emergency Services, from 2016, have statutory duties under The Policing and Crime Act 2017 to collaborate and enable police and crime commissioners to take on responsibility for fire and rescue services where a local governance or single employer model case is made.

We are confident that we are well placed to rise to the challenges of the future. We have a positive culture of embracing change, which has supported the changes to the way the Service delivers its activities. We know that we have achieved some extremely successful outcomes in the last few years, but also recognise that there is still much more to do. We are fully committed to working together with our partners and communities to improve the health, wellbeing and prosperity for all in Stoke-on-Trent and Staffordshire.



Becci Bryant, Chief Fire Officer/Chief Executive

Executive Summary

Stoke-on-Trent and Staffordshire Fire and Rescue Authority have combined the Integrated Risk Management Plan and Corporate Plan to form the Corporate Safety Plan (CSP).

The Corporate Safety Plan for 2017 –2020 looks to build on the success of the 2014-2017 plan and sets out our three strategic priorities to inform and drive the Service's vision of "making Staffordshire the safest place to be". The plan fulfils the requirement of the Fire and Rescue National Framework for England. The National Framework sets out high level expectations and the following priorities for fire services:

- Identify and assess the full range of foreseeable fire and rescue related risks their areas face, make provision for prevention and protection activities and respond to incidents appropriately
- Work in partnership with their communities and a wide range of partners locally and nationally to deliver their service
- Be accountable to communities for the service they provide

deliver a suitable service to address the risks and challenges faced by the local communities in which they serve. It builds on existing notable practice and identifies the requirement to work in partnership with our communities, local citizens, businesses, civil society organisations and others. This plan has been developed by speaking with, and listening to, our communities, staff, partners and other stakeholders. This has made sure we develop an understanding of the expectations and service that is required from their point of view.

The consultation has been used to help develop and shape our priorities as we look to tackle the challenges of the future and build a safer stronger economy where everyone can prosper, be healthy, and happy Stoke-on-Trent and Staffordshire.

The National Framework recognises that the Fire and Rescue Authority and Fire and Rescue Service are best placed to identify, plan, prepare and



Stoke-on-Trent and Staffordshire



Staffordshire is a county of 2713 square kilometres in size. It is diverse in terms of its geography and its cultures, having made many iconic contributions to areas such as food and drink, entertainment and manufacturing.

The county is made up of the cities of Stoke-on-Trent and Lichfield and the major towns of Stafford, Burton upon Trent, Cannock, Newcastle-under-Lyme, Tamworth and Leek.

Stoke-on-Trent became a unitary authority in 1997, with Stafford, Newcastle-under-Lyme, Staffordshire Moorlands, Cannock, Lichfield, Tamworth, South Staffordshire and East Staffordshire comprising the other administrative districts for the county.

The population of Staffordshire is 1.1 million, 249,000 of which live in Stoke-on-Trent. There are 462,838 dwellings in the area and an estimated 37,590 businesses.

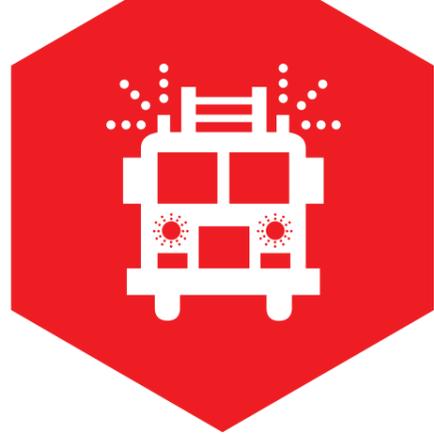
There are varying levels of deprivation amongst the diverse communities of the county. Areas of deprivation reflect differing demand levels on the Service, with Stoke-on-Trent having the most accidental dwelling fires and total number of incidents attended over the last three year and one year periods.

Staffordshire has the largest total road length of any authority area of the West Midlands and has one of the largest in the country. There are 63 miles of motorway in Staffordshire and the West Coast Mainline connects the county by rail. The section of the motorway through Staffordshire and Cheshire has around 20.7 million vehicle movements per year.

Staffordshire is known as the 'Creative County' and it is easy to see why, through the many contributions to industry and manufacturing and the fact that the county is home to a number of film makers, actors, writers and musicians.



Our Service



Stoke on Trent and Staffordshire Fire and Rescue Authority serves a population of over a million people and provides continuing improvements to community safety through its innovative, efficient and effective delivery

The Service is made up of three main areas covering the county:

- **The Northern Service Delivery Group**
 - Covering Stoke-on-Trent, Staffordshire Moorland and Newcastle-under-Lyme
- **Eastern Service Delivery Group**
 - Covering Tamworth, Lichfield and East Staffordshire
- **Western Service Delivery Group**
 - Covering Stafford, South Staffordshire and Cannock

We have thirty three stations, a Headquarters site and a separate Joint Emergency Transport and Engineering facility (JET):

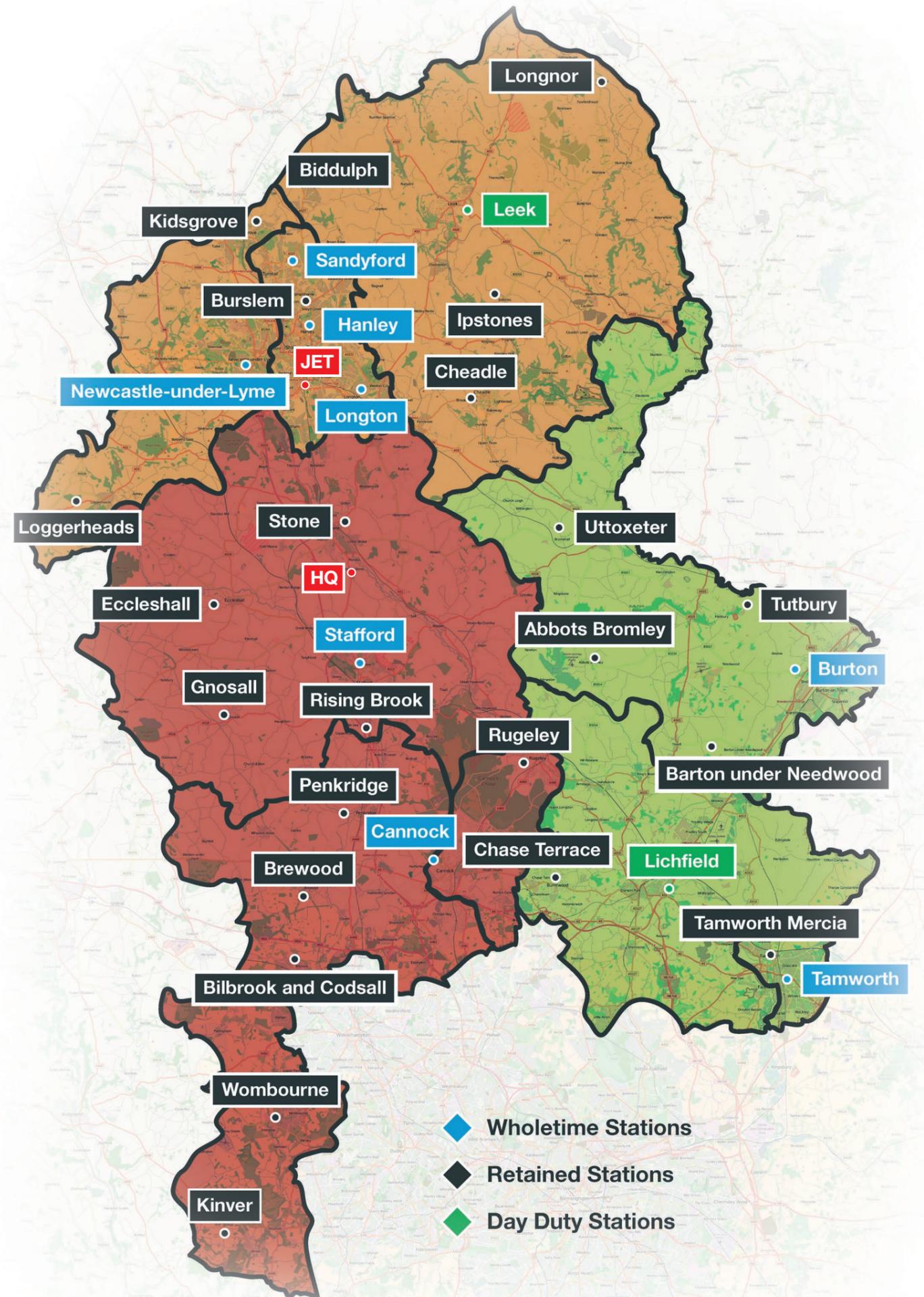
- 23 retained stations
- 2 day duty stations
- 8 whole-time 24-hour shift stations

The organisation currently (as of November 2016) has the following numbers of personnel:

- 330 whole-time
- 395 retained
- 213 support
- 114 volunteers

A close relationship with our communities and partners is at the heart of our Service. Our estate strategy has seen the development of 21 new community fire stations across the county; which complement our existing premises and enabling additional opportunities for community use, along with shared facilities for partners, delivering savings for a number of stakeholders.

Some of the benefits realised from Service led initiatives include: more accessible health care services; community first responders; and shared response bases. All of our Fire stations operate at the heart of local areas, offering community space, support and engagement opportunities.



Our Vision and our Principles



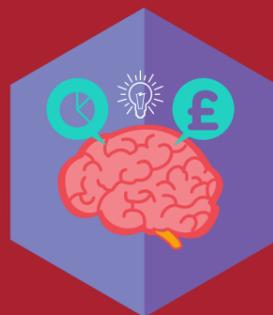
Our Vision:

“to make Staffordshire the safest place to be”

Our Principles:

Our Cultural Framework

This framework clearly identifies the values, attitudes, and behaviours that are central to creating the right environment to achieve the high level of performance and success that is expected from individuals and teams. Cultural development and an inclusive, empowering approach are of utmost importance to us and to the achievement of our priorities.



Our People

We recognise our greatest asset is our people. The continuous learning opportunities and development of our staff is essential to delivering a safer Stoke-on-Trent and Staffordshire. We will make sure we recruit and continually develop the right people with the knowledge and skills to ensure we deliver the service our communities expect and deserve.



Continually Improving Health, Safety and Wellbeing

The health, safety, and wellbeing of all our staff and communities is of the highest importance to us. We promote an open and transparent approach to make sure that safety is “owned” by all, and that any learning and improvements are shared both internally and in the wider safety community.



Being Accountable to Our Communities and Helping Them to Help Themselves

We recognise that true success is helping communities to take control and responsibility for themselves. Communities are central to shaping the services received from all public and voluntary organisations, as they are best placed to understand the challenges faced by individuals, families, and communities. We will involve local people, where possible, in decisions about the Service that affect them and promote ownership and participation in shaping the service we deliver.



Information, Security and Intelligence

We collect and process data according to our protective security strategy to ensure security and confidence in line with national standards. Appropriate information is shared with partners and intelligence is developed to support decision making in the organisation. We make information available to our communities and meet our requirements under the Local Government Transparency Code.



Protecting the Environment

We are committed to reducing our impact on the environment both in day to day activities and during emergencies. We proactively monitor our energy usage and waste management.



Embed Equality, Diversity and Inclusion In All We Do

Engaging and embracing the diversity within our communities gives us a true understanding of their aspirations and needs. This will help us to shape and deliver the most effective services that they need to remain safe.



We will meet our duties by:

- (a) Eliminating any unlawful discrimination
- (b) Advancing equality of opportunity
- (c) Fostering good relations between different groups



OUR PRIORITIES

Education and Engagement

We will prioritise our efforts to educate ourselves, our partners, and our communities. We will engage to build a safe, informed, and inclusive Staffordshire.

Engaging with the voices of our communities helps us to better understand the needs of those communities and, importantly, supports the continued development of your Service. Providing opportunities to engage with our staff members and the communities we serve enables better service adaptations for you, and helps us understand what it is that your communities need from your Fire and Rescue Service. The residents of Staffordshire felt very positively towards maintaining and developing our culture of openness, transparency, and trust.

Through our Safety Plan consultation our residents have suggested that they strongly support the further development of our business sector support; ensuring that they are safe, well informed of their legislative fire safety duties, and that we help them maintain this. Our exciting partnership with The Prince's Trust through the Safer Communities Community Interest Company is one way this improvement has been enabled, transforming the Service's approach to youth engagement, along with the work that is undertaken within local communities.

Consistency was identified as a key area of improvement, regarding engagement, with communities noting that sustained contact would be beneficial to them, with a greater longevity of engagement plans implemented by the Service.

The Service should empower county residents to be self-reliant, enabling them to stay safe in their own environments and communities. Improving opportunities for communication, education, and engagement will allow for improved promotion and support of community health.

What we will do:

- We will develop our education and engagement activities through innovative schemes and advances in technology, which will help provide education and engagement opportunities for partners and communities.
- We will continue to provide fire safety training, support, and other education efforts to our communities, partner agencies, and local businesses. We will promote the good work the Service carries out, and how the aforementioned communities and groups can be involved in staying safe.
- We will work towards sustained contact with our communities, providing consistent education and engagement across the service, which will help bolster transparency, openness, and trust with our communities.
- We will demonstrate a more integrated and collaborative approach with our partners in order to focus on current safety and education issues, as well as new and emerging risks.



- We will continue to engage with and develop our volunteers as a way to enrich public engagement with the Service.
- We will develop our knowledge of information to target business premises to stop them having fires, supporting them with fire prevention, fire safety training, business continuity support and fire engineering solutions.
- We will maximise engagement with our communities through a range of options e.g. Fire Station community rooms and outreach programmes.
- The Service will indicate their future plans to the public more clearly, and provide more open communication about its processes, enabling our culture of openness



'Education is key, we need to educate young people about the costs of what they do before they do it'

'Education is imperative, make a connection with children at a young age!'

During our consultation, you said:

'Open communication about why the things we do are done'

'Community training needs to be improved and interactive. Better presence in the community, public sector and private sector'

'We should make people as self-reliant as possible'



OUR PRIORITIES

Community Safety and Wellbeing

We will develop innovative prevention services to ensure we can deliver the right activities to the people who we prioritise within our communities. The Service will work with partners to enable us to deliver a range of services and improved outcomes, which will ensure safety and wellbeing for the communities of Staffordshire.

The Service will use opportunities to develop the prevention activities that we deliver to make them more innovative and focussed. Knowledge and intelligence will be used so that we can understand how this should be done.

The Service continues to support national work around the built environment, along with the national work being undertaken to support the health agenda and accident prevention. Working with other Fire and Rescue Services, partners and stakeholders supports an integrated approach to providing services and education that are fundamental to delivering high-quality care to people who may be vulnerable to the risks from fire. These are the same risk factors for people's health and wellbeing and therefore it is in the interest of the Service to utilise its brand, assets and workforce to deal with the underlying cause and effect of public health issues which will also reduce the vulnerability to the risk of fire.

Home Fire Risk Check visits will be developed into Safe and Well visits in order to incorporate a broader range of wellbeing issues and focus on the people who need them the most. The person-centred approach to the delivery of Safe and Well visits will enable us to make a positive difference to people's health and wellbeing as well as safety from fire, by making interventions during the visit or bringing in other agencies as appropriate.

The programme to implement sprinklers into high rise residential blocks will help ensure better safety outcomes for residents of these dwellings and the safety of firefighters for whom fires pose additional risks where they occur in these buildings. This will be done through our ambitious and innovative Community Sprinkler Project. In addition to this we will make residents more resilient to the risks they face by ensuring that self-help advice is available for those who want it and are able to access and use it.

Partnerships will be utilised to develop joined up working to deliver better outcomes for the community, sharing data to identify which people need services the most and prioritise them. This will provide a more holistic approach to enabling a safe and well community. We will evaluate the outcomes of partnership working, as with other areas of delivery, so that we can establish the effectiveness of our prevention work and report this back to the public.

We will develop commercial links with partners and businesses so that the skills and expertise in the organisation can be utilised to enhance the safety and wellbeing of the community, with the funds raised from this used to secure prevention and wellbeing delivery.

Through our business support team, we will continue to provide support to businesses who have been involved in fire with a focus on returning them and the surrounding business's to 'business as usual' as soon as possible, supporting the economy of Staffordshire.



What we will achieve during this plan:

- We will use information to identify the people most at risk in our community & support to maintain their health, wellbeing and keep them safe in their homes
- We will continue to develop our intelligence to enable us to focus on the individuals & communities within Staffordshire who need us most
- We will deliver a different approach tailored to individual needs
- We will develop Safe and Well visits to improve people's health and wellbeing, as well as their risk from fire
- We will work with social housing providers and other partners to fit sprinkler systems into buildings which pose higher risk to residents and firefighters should a fire occur
- We will evaluate the activities we deliver and understand what outcomes are achieved for the community
- We will share data and work with partners to deliver more joined up services and enhanced wellbeing outcomes for the community
- We will collaborate with other agencies and identify efficiencies in services which can be jointly delivered whilst ensuring the quality of our delivery is maintained
- We will evaluate collaboration and partnership working, considering both the impact on the Service and its brand/reputation and the effect on the quality and range of prevention work that can be delivered

During our consultation, you said:

'Offer self-help services for those that could use them'

'We need better/smarter collaboration'

'More prevention work needs to be done. We need to identify trends because issues are ever changing.'

'Keep our strength in development and wellbeing'

'It is essential that the blue light services [share] intelligence and insight'





OUR PRIORITIES



Planning, Resilience and Response

We will use our resources efficiently, and plan for the development of the services we deliver based on information and knowledge.

Our approach will be refined to ensure that we send the right resources to incidents based on demand, and we will develop intelligence so that we can plan the delivery of the most effective services to the people who need them the most.

The services we deliver will be evaluated so that we can reduce the impact on our communities. We will continue to invest in innovative approaches to prevention activities in order to improve outcomes for residents and reduce the response demand on the Service. Our activities will be developed to compliment the priorities of our partner organisations, in order to deliver an efficient and joined up service to the community.

Investment will be made in the right activities in order to reduce the demand faced by the Service and other public bodies as this is an effective approach to action planning. We will develop and understand what works best by utilising evaluation techniques and processes which will be vital to moving forward as a Service. Financial efficiencies can be achieved by reducing demand and cutting unnecessary emergency responses which will in turn help us to ensure that standards of response and the safety of firefighters are maintained.

The Service has a continued commitment to risk based inspections, developing partnerships to share information and advice, ensuring risk information is available to operational crews in the event of an incident.

The Joint Emergency Services Interoperability Programme (JESIP), established by central Government, has been embraced by the Service who has been at the forefront in the programme at a regional level. The programme provides working principles and seeks to enable the Emergency Services and wider responders to work together, saving lives and reducing harm at all incidents. To measure the effect of JESIP, Joint Organisational Learning ensures that the emergency services and wider responders through Local Resilience Forums can capture learning that may impact on the Joint Emergency Service Interoperability Principles.

Through CFOA National Resilience, we continue to play a key role in support of the national agenda, providing specialist capabilities to large scale incidents that have occurred across the country in recent years.

Through our commitment to learning and operational assurance, we will continue to work with and learn from our colleagues in other Fire and Rescue Services to improve our operational response to incidents. Through innovation and greater collaboration, we will invest in people, training, appliances and equipment to ensure the provision of the most efficient response options to our communities.



What will we achieve during this plan:

- We will continually improve the safety of firefighters and safety of the community
- We will continue to develop our response options which will look at opportunities to develop new equipment and technology
- We will ensure we provide firefighters with the most up to date equipment and safe systems of work in order to underpin the premise of improving firefighter safety
- We will collaborate with Fire Services nationally in support of single research and development hub, which will remove duplication and a broader sharing of knowledge.
- We will plan for and deliver response arrangements and prevention activities based on analysis of information on changing demands, community demographics and any other relevant risks
- We will evaluate what we deliver so that we can understand what works best and deliver value for money service to the community
- We will reduce response demand by investing in the right prevention activity and removing unnecessary responses to incidents
- We will ensure that we work with partner organisations to share capabilities and equipment to improve the outcomes for our communities
- We will ensure there is an appropriate level of operational resources to deal with risk and demand locally, regionally, and nationally, ensuring our standards of response and service delivery alongside other emergency services and partners.
- We will continue to be an advocate for principles of JESIP with a multi-agency training culture embedded into the Local Resilience Forum.



During our consultation, you said:

'We need to maintain firefighter safety standards, or improve them'

'There needs to be a smarter emergency response'

'Full evaluations of everything we do'

'We need to get better at planning'

'Only send the appropriate response for purpose in order to cut down'

'We have to have confidence in the quality of our delivery'

Risk

Risk management is essential to ensuring the effective delivery of our Service. To understand how to manage risk, the Service must also understand the different risks themselves. Risk management falls into 3 broad areas:

- Risks to and within our community
- Risks to firefighters
- Risk analysis and mitigation in pursuance of the Civil Contingencies Act 2004

Community risks

- **Prevention** - Education, early intervention and engagement are used to reduce the risk of fire and other emergencies happening in the first place.
- **Protection** - Education, business support and enforcement are used to make buildings as safe as possible in order to protect, people, property and the environment.
- **Response** - The operational teams provide safe, effective, efficient and resilient response arrangements to emergency situations.



Risk to firefighters

- Risk information gathering and analysis, sharing information and training.

Risk analysis and mitigation in pursuance of the Civil Contingencies Act 2004.

The Service assesses the risk of emergencies occurring and uses this information to inform contingency planning and to:

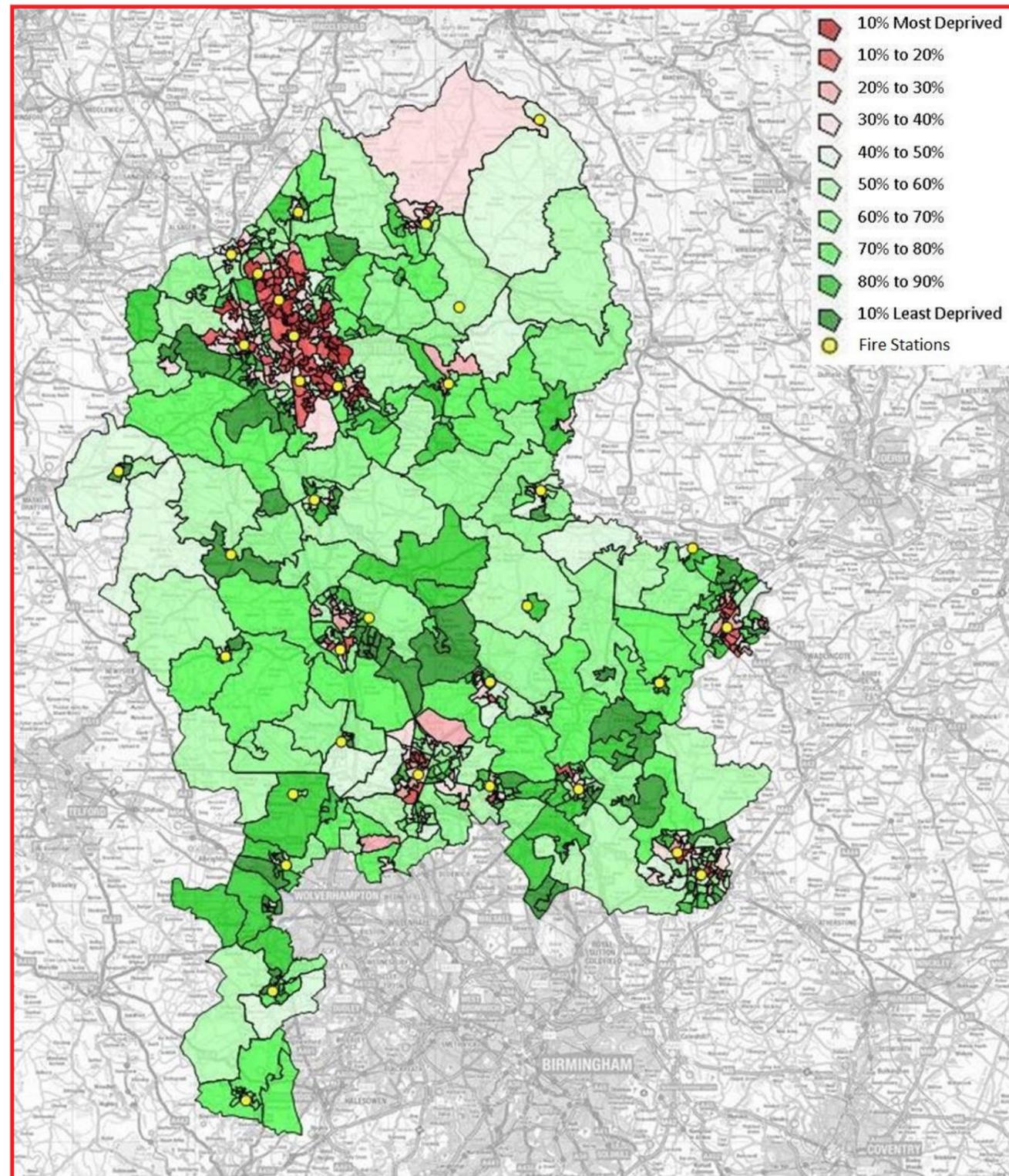
- Put in place emergency plans
- Put in place Business Continuity Management arrangements
- Put in place arrangements to make information available to the public about civil protection matters and maintain arrangements to warn, inform and advise the public in the event of an emergency
- Share information with other local responders to enhance co-ordination
- Co-operate with other local responders to enhance co-ordination and efficiency

It has been demonstrated that there are various social and demographic characteristics that can be used as key predictors of demand. In 2014 the Staffordshire Intelligence Hub was commissioned to undertake a piece of insight work to assist in our approach to workforce planning and demand mapping. The research provided the basis upon which we build an understanding of current and potential future demand in Staffordshire and Stoke on Trent. To ensure we continue to effectively manage risk and demand, further insight analysis will be undertaken during the period of this plan.

As part of an effective approach to risk management, the Service uses data to identify the people, areas, and groups that are more likely to be at risk from fire and other emergencies. This allows the Service to use its resources as efficiently as possible to reduce risk in the community. In particular, data relating to deprivation, age, and lifestyles are used through Mosaic Software. This helps the Service to deliver intervention, provide help and the support where it is needed the most. Examples include targeting properties to receive 'Safe and Well'



There are varying levels of deprivation amongst the diverse communities across Stoke on Trent and Staffordshire which is a key factor in determining risk and where services are needed the most. An overview of the Indices of Multiple Deprivation (IMD) across Staffordshire and Stoke on Trent is provided below:



The Service prepares each of its operational crews through effective training and investment in specialist equipment in order to be prepared for and respond to such varied risks.

To support this response, we work closely with regional and national partners to ensure that policy and procedures are developed in line with best practice, through national operational guidance (NOG), in addition to an analytical risk assessment process which allows crews to manage, monitor and evaluate safety management on the incident ground and challenge the effectiveness of operational procedures.

Property Risk

Staffordshire's range of property is wide; these include commercial properties, shopping centres, high rise flats and houses, heritage sites such as the Ancient High House and Boscobel house, sporting venues such as Stoke City football club and Port Vale football club, theme parks such as Alton Towers and Drayton Manor, all presenting different risks and challenges to emergency responders. Staffordshire and Stoke on Trent have seen a great deal of expansion and development, from the £67million development of the County's i54 South Staffordshire business park, to the projected 3,170 new houses per year across all local authorities within the County (Stoke on Trent and Staffordshire Enterprise Partnership).

Rural Risk

In 2016, the County's agricultural industry was worth an estimated £128million (ONS, 2016), a sizeable industry and important addition to its economy. Rural populations present many risks due to the different types, nature and construction of buildings and farms often have large complex machinery and vehicles and unpredictable animals. Around 40 large animals, including horses, cattle and deer, are rescued by the Service every year.

Transport Risk

Nationally, England has seen a 6% increase in motor vehicle traffic since 2013 (ONS Road Usage, 2016). Added to Staffordshire and Stoke on Trent being home to one of the largest total road lengths in the country, it is evident that transport risks form an important part of the Service's risk management process. The Service must plan and prepare for incidents involving transport and work closely with partner agencies to mitigate further risk and disruption to those involved and the surrounding areas. Although the number of people killed and

seriously injured in Staffordshire has been decreasing over the years, the Service still rescues more people from road traffic collisions than they do from fires. Areas of demand include: M6; M54; A500, A38; A50; A449; A5; and a number of rural roads throughout the county.

Major incidents

As a result of the changing environment, the risk of flooding locally and nationally is increasing, meaning the Service will need to continue to try to reduce the impact of flooding and also respond to emergencies of this nature. In addition, other risks include: major spillages; chemical incidents; acts of terrorism; extreme weather; and influenza pandemics. With its national resilience capability, SFRS is part of the response to maintain critical Infrastructure in the event of any of the identified risks becoming a reality.

Emerging risks

The Service has seen an increase in incidents to assist bariatric people. Whilst we have some provision to respond in this area, this is likely to become a greater risk for the Service to manage with the NHS predicting that by 2030 half of the adult population will be classified as obese. Staffordshire is also served by a number of local and national rail routes, including the West Coast Mainline and the planned development of the high speed network (HS2) presenting varied risks which are managed and supported through multi-agency partnerships.

Within Staffordshire, the framework used to support a multi-agency approach to managing risks and threats is the Staffordshire Resilience Forum. This is a public sector partnership investing in effective multi-agency co-ordination of incidents. The Civil Contingencies Unit (CCU) is the product of a public sector partnership working at a local level. The CCU is funded by all partners of the SRF; in return, the CCU supports Staffordshire's front-line public services in meeting their obligations under the Civil Contingencies Act 2004.

The Staffordshire Community Risk Register demonstrates that Staffordshire partners and authorities are working collaboratively to meet the demands of local and emerging risks. Based on the assessment process, appropriate considerations and actions have been taken to control and mitigate the impacts of hazards and risks on the population of Staffordshire.

SFRS maintains a system for gathering, validating and updating local Risk Information, together with a method of providing this information to all personnel at the scene of an incident. All high and very high risks identified within 7.5km of the County boundary will be shared with the appropriate neighbouring Fire and Rescue Service.

The Future

Staffordshire Fire and Rescue Service is committed to a strategy which prioritises prevention, innovative protection and support coupled with a highly effective and efficient emergency response capability. The aspiration of the Service is to achieve zero preventable deaths by working effectively with partners and the community.

The Service is progressing ambitious plans to redevelop Stafford Fire Station into a new facility to provide a realistic learning environment through the Life Skills efforts. The Life Skills project ('Safe and Sound') will help facilitate open communications, whilst also aiding in the development of partnership engagement, and co-operative working. The project will be delivered through the Charity 'Safe & Sound', delivering an education platform to multiple client groups. Through both interactive, hi-tech environments and outreach efforts, people will be able to experience danger and risk in a controlled manner, boosting their knowledge of safety in the home, on the roads, in leisure activities and in other settings. Life Skills activities will benefit the wider public sector by reducing accidental deaths and injuries through better education and engagement. At the heart of its work is the aim of improving the safety of residents, particularly children and young people, through innovation and experience.

As a key partner and shareholder in Stoke-on-Trent and Staffordshire Safer Communities Community Interest Company (CIC), the Service will continue to employ innovative new ways to generate income with purpose to support re-investment into our communities.

The result of our future transformation is that the service is likely to be smaller, utilising volunteers in wider areas, using different and improved technologies and approaches to provide prevention, protection and response activities.

Future Fire Service reforms will provide a clear drive towards a more accountable and transparent Service, that maximises its efficiencies, offers a first class service to its communities, and maintains an excellent standard in its workforce and culture.

The Service is committed to continual transformation and improvement in order to meet future challenges. Whilst the future may hold many uncertainties, we believe, by taking a consistent and considered approach to the way in which we transform our Service, we can continue the success that we have already achieved.



Our Performance

Performance Management is pivotal to generating continuous improvement for the Service so that we can make Staffordshire 'The Safest Place to Be'.

The 2014-17 Corporate Safety Plan contained a number of performance priorities which were:

- Risk Analysis and Planning
- Engaging with our Communities
- Culture Leadership and Learning
- Prevent, Protect, Road Safety and Wellbeing
- Response and Resilience

There have been a number of key achievements in these areas during the life of the plan. The Staffordshire Efficient Response Options project delivered improvements in technology and equipment, enabling the Service to introduce new delivery methods for our response arrangements. The Community Safety Options also utilised intelligence relating to demand, allowing us to align our resources to risks in the community.

Risk Analysis has evolved so that information can be used to identify those most at risk in the community, which means that we can target our prevention services more effectively. Through the development of the Safe and Well programme we have been able to work with partners to offer support and advice on a range of health and wellbeing issues, as well as providing fire safety advice.

For the period 2014-16 we have seen a reduction of 15 percent to the total number of incidents we attended. Of the life risk incidents we do attend, the Service will have a pump in attendance within 8 minutes for high risk, 10 minutes for medium risk, and 18 minutes for low risk. We have also delivered over 70,000 Home Fire Risk Checks, with the period 2015-16 seeing the lowest number of deaths and injuries in accidental dwelling fires that we have ever recorded.



We have identified a number of key objectives under each of our priority headings, continuing many of the themes identified in the 2014 - 17 plan as a progression and improvement of our Service.

Through consultation, we have transformed our previous five priorities into the current three, through the thematic analysis of community feedback. This has provided us with a more focussed approach to service-wide transformation and improvement.

The Service has been the subject of a Peer Review with the support of the Local Government Association (LGA) in March 2016. The Fire Peer Review challenge is part of sector led improvement. This process was a clear reflection of the Service's willingness to undertake external challenge and learn from others. The Service benefits from a strong performance management culture embedded within our leadership message and this is reflected within all strategies and delivery plans and evidenced through our continual year on year improvements. This Peer review can be found at: www.staffordshirefire.gov.uk/Documents/sfrs_peer_challenge_report_2016.pdf

Comprehensive information relating to our performance, as well as ongoing narrative of key performance initiatives can be found on our website: performance/statement of assurance.



Our finances



The Authority's strategy for the provision of services is driven by this Corporate Safety Plan and the Government has offered authorities a guaranteed four-year funding settlement in order to provide increased certainty and to aid planning that covers the period of this Plan to 2020.

The Authority has published a detailed efficiency plan in order to accept this settlement from the Home Office which can be scrutinised by local people within Stoke-on-Trent and Staffordshire on an annual basis.

The table below is a summary of the cash savings that are required to be delivered during the period of this Corporate Safety Plan that will importantly ensure that we have a balanced financial position by 2020. This programme of savings has been approved by the Members of the Authority, and supports the assumptions incorporated within our Medium Term Financial Strategy

EFFICIENCY PLAN SAVINGS	2016/17	2017/18	2018/19	2019/20
	£m	£m	£m	£m
Structures	0.1	0.4	0.5	0.6
Prevention and Protection			0.1	0.1
Efficient Response Options	1.1	2.0	2.2	2.2
Collaboration Opportunities	0.0	0.1	0.4	0.5
Procurement and cost efficiency	0.0	0.2	0.3	0.6
Total Cashable Savings (cumulative)	1.2	2.7	3.5	4.0

There are 5 key areas of efficiency that the Service plans to deliver by 2020, detailed as follows:

Structures - The Authority is committed to ensuring that the staffing structures at all levels are appropriate and as efficient and effective as possible. Part of this identified saving has already been delivered with a more streamlined executive team. Options for further establishment savings will continue to be developed and supported by a robust and fair voluntary redundancy programme.

Prevention and Protection - The Authority will continue to work with local Clinical Commissioning Groups (CCG's) and also NHS England as the concept of Safe and Well visits for our communities is better supported by the local NHS; it is only through these commissioning arrangements that the Fire and Rescue Service can fully support, and be a real asset to, health.

Efficient Response Options and Capability Reviews - The Authority has demonstrated that continued development of how we provide our front line services and the technology we use has resulted in more efficient ways of working. This concept will continue to be developed alongside our representative bodies ensuring that we

are not compromising safety or service provision but can deliver an even more efficient service at a lower cost through adept resource allocation and streamlined management.

Collaboration Opportunities - The Authority will continue to work with all partners but will also support The Policing and Crime Act 2017 and work closely with the Police and Ambulance Services. Cashable savings are already being achieved through a number of ongoing workstreams, already discussed within this document, with additional sensible collaboration and integration opportunities being given due consideration.

Procurement and Cost Efficiencies - The Authority has a strong track record of delivering cost savings which includes more efficient procurement. In addition, opportunities to develop our Community Interest Company and market our enhanced training facilities will lead to more commercial opportunities and additional income generation that will support our prevention agenda.

A more detailed version of the savings plan is available online: www.staffordshirefire.gov.uk





Your Contribution

The 2017-2020 Plan's delivery has been pursued in an effective and timely manner in the form of a project reporting through our Prevent and Protect Directorate, its procedures, and under a project guideline and timetable.

The initial consultation proposal identified our duties to consult with representatives of a wide range of local persons. It was felt that to increase our understanding of the diverse needs of Staffordshire's communities, and to provide those communities with the opportunity to influence their local service, multiple engagement avenues should be taken. The consultation processes was carried out with fair representation, equality, diversity, and inclusion in mind at each instance. The Service entered consultation with a 'blank-page approach' to its priorities, in order to allow the public to help develop Staffordshire Fire and Rescue Service's future activities and define its new priorities.

Research Method

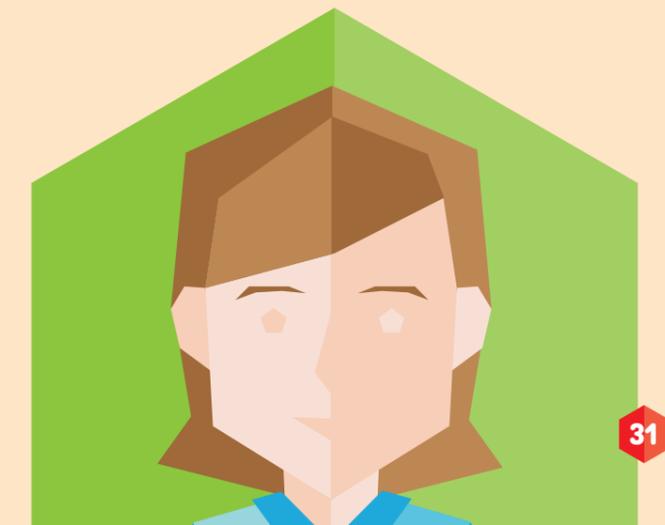
The engagement process began through identifying target stakeholders, internal staff, and community members alike, via an online survey, in-person focus groups, and through personal interviews. Using a mixed method design of both quantitative and qualitative methods allowed for the capture of great detail that may have otherwise been missed, whilst also providing quantifiable numbers on opinions and thoughts.



Once obtained, the qualitative data was prepared for thematic analysis, which in turn was developed into five themes: Education; Communication; Partnerships; Finances; and Evaluation. Gathered data was consolidated to provide descriptive statistics, with percentages and averages being developed and compared in order to establish public and staff majority opinions of the Service's future prospects.

Through the use of all three methods of consultation, a broad, representative, and detailed level of data was collected. Final data from each source were used in developing a well-rounded and illustrative set of results on the public's expectations of Staffordshire Fire and Rescue Service in the future.

We are constantly striving to provide the best service we can for our communities. Continued feedback is an integral part in our development; therefore the Service welcomes your ideas and queries in order to provide the best for you. If you are interested in providing your Service with feedback, thoughts, or suggestions please email Corporatesafetyplan.engagement@staffordshirefire.gov.uk so we can all help to keep Staffordshire safe.



Glossary



- **Community Safety Options (CSO)**

A range of potential options consulted on during the previous Corporate Safety Plan, helping address future risks, meet expected demands and achieve financial savings targets

- **CFOA**

Chief Fire Officers Association

- **Duty Systems**

- **Day duty stations**

- Stations that have firefighters available during normal office hours

- **Retained stations**

- Stations that have retained firefighters, providing emergency response cover from home or work, within five minutes of their local station

- **Whole-time stations**

- Stations that have available firefighters 24 hours a day

- **Fire and Rescue National Framework for England:**

A document published by the UK Government that sets out its expectations and requirements for fire and rescue authorities

- **Fire Control**

Emergency call-handling centre

- **Home Fire Risk Checks (HFRCs)**

These are a free service to domestic households to highlight safety hazards and provide advice on how to stay safe from fire

- **Joint Engineering and Transport (JET)**

A partnership with Staffordshire Police and the Office of the Police and Crime Commissioner, where fleet engineering, vehicle specification design and conversions for all fire and rescue and police service vehicles are carried out

- **Joint Emergency Services Interoperability Programme (JESIP)**

A two-year programme aiming to improve the way in which the three blue light services work together at major and complex incidents

- **Local Resilience Forum (LRF)**

A multi-agency partnership made up of representatives from local public services including the emergency services, local authorities, the NHS, the Environment Agency and others

- **Qualitative Data**

Descriptive data, based in words, containing a great deal of depth and information detail

- **Quantitative Data**

Data involving quantities which are often based in numerical figures

- **Risk Based Inspections**

This is an inspection carried out to determine risk levels at premises in the event of incident attendance

- **Safe and Well**

This is an enhancement to the 'traditional' Home Fire Risk Check. It is a person-centred visit to identify and reduce risk to the occupier, taking into account their behaviours and the environment that they live in

- **Service Delivery Groups**

The Service is divided into three geographical areas north, west and east

- **Thematic Analysis**

An analytical method for identifying, analysing and reporting patterns within data sets





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Staffordshire
Fire and Rescue Service
preventing • protecting • responding