



South Yorkshire  
FIRE & RESCUE

**SOUTH YORKSHIRE FIRE & RESCUE**

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**ANNUAL PLAN**

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2021-22

*Making*  
**SOUTH  
YORKSHIRE  
SAFER &  
STRONGER**

# ABOUT THIS PLAN

*South Yorkshire Fire & Rescue is a high performing fire and rescue service.*

Our overall objective is 'making South Yorkshire safer and stronger' and we achieve this through a range of activities to support local people, the local community and the local economy.

This is reflected in the outstanding public feedback we receive for the work of our staff, by big drops in preventable incidents like accidental house fires and by a report from Her Majesty's Inspectorate for Constabulary and Fire & Rescue Services (HMICFRS) in 2019, which rated our service as 'good' across all three areas of its judgement criteria. Namely, this is how effective we are, how efficient we are and how we look after our people.

It is our aim to continue to improve and be one of the best fire and rescue services in the UK.

The purpose of this plan is to explain the main areas of work we'll be focussing on over the next 12 months to improve our service- both for the public we serve, and for the people who work for us.

There are lots of things we want to achieve as an organisation, but trying to do all of them to our high standards, all at once, would be very difficult. That's why we think it's important to prioritise our work, so that members of the public and our valued staff are clear on what we are trying to achieve.

Publishing our priorities for the next 12 months in a plan like this also makes us more accountable to you- the public we serve.

*“ It is our aim to continue to improve and be one of the best fire and rescue services in the UK. ”*



# OUR STORY SO FAR

We recently worked with our staff to develop a fresh, long term vision which explains how we aspire to become a leading fire and rescue service.

Our Story clearly sets out our established objective of 'making South Yorkshire safer and stronger'. It also explains the behaviours we expect our staff to display, regardless of rank or role, and describes our aspirations for the future. Together, this all forms an essential part of everything we do over the next ten years.



As well as Our Story, another other important document is our Integrated Risk Management Plan (IRMP). All fire and rescue authorities must produce one of these plans, which sets out the steps they will take with the resources at their disposal to assess risk, improve public safety, reduce fires and save lives.

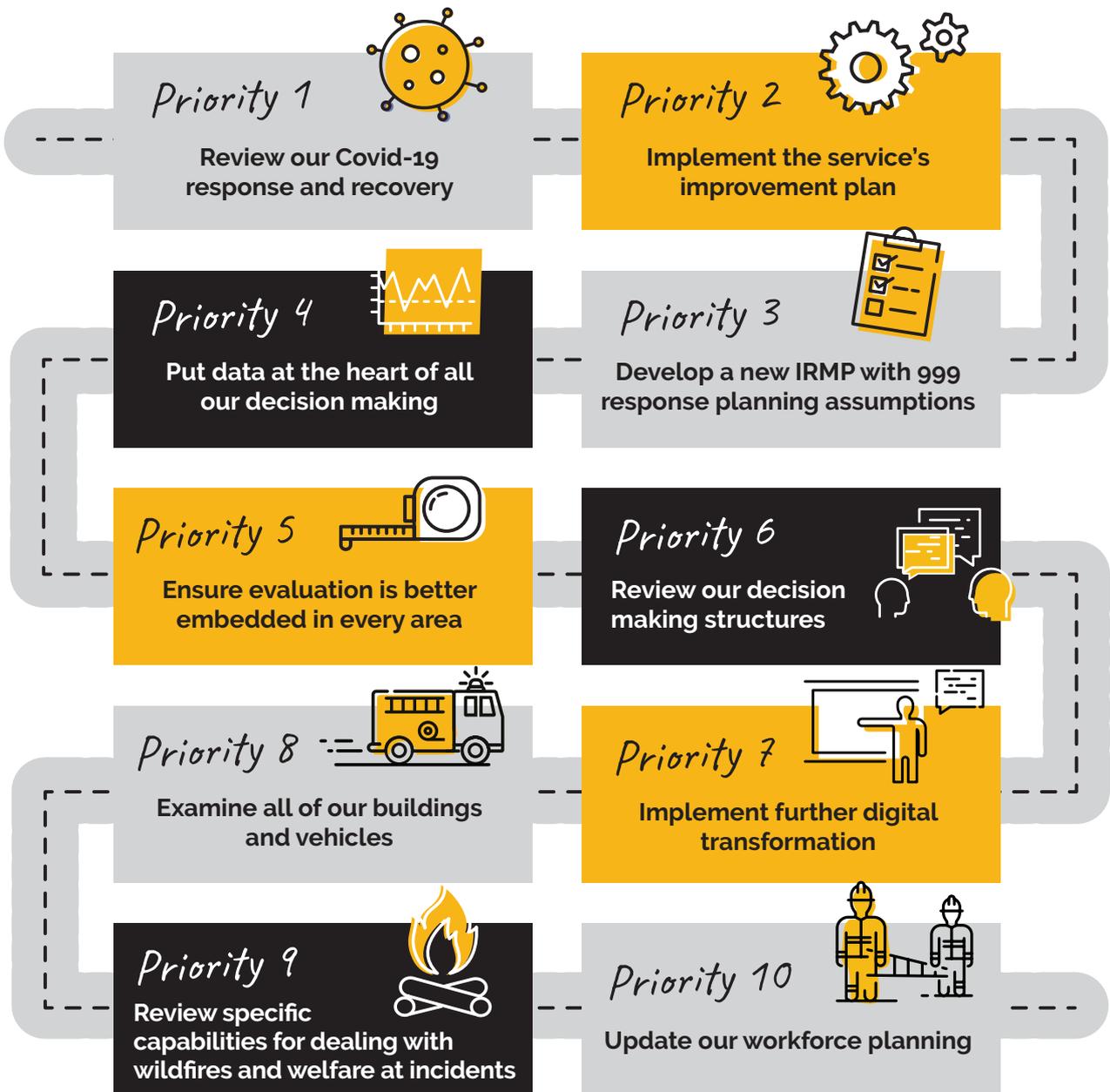
However, whilst our IRMP is a good analysis of risk in our community and how we intend to address it, it does not capture everything that we want to achieve as an organisation over the next year or more.

This plan therefore seeks to complement the work already set out in our IRMP.

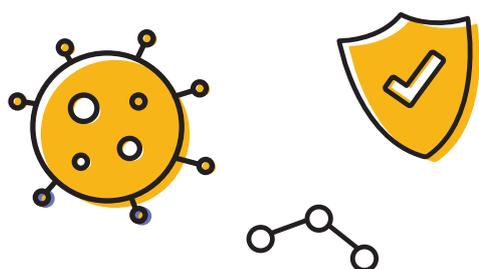
# OUR PLAN FOR THE YEAR

The service's leadership team engaged with staff and members of the Fire Authority to develop a list of ten priorities we want to achieve in the next year. In addition to our on-going priority of keeping all of our staff safe and healthy, these are below.

We are committed to providing equality in all aspects of our work and in the services we deliver to the communities of South Yorkshire. We will undertake Equality Assessments of each of our corporate priorities to ensure we analyse and review the different options to see how each will impact on people using our services.



## Priority 1



### **Review our Covid-19 response and recovery focussing on opportunities to improve the service and its culture**

Like all organisations, Covid-19 has had a massive impact on our work. Some of the impacts of the pandemic may be long term.

We've learnt to adapt very quickly and are proud of the way our staff have responded to the crisis.

We also want to make sure we learn from our response to the pandemic, which has involved big changes to the way some of our staff operate.

As well as focussing on safely re-implementing or adapting important aspects of our work, like our efforts to protect buildings and prevent fires in the home, we want to learn how many of the innovations we've been required to make to adapt to the CV-19 pandemic might improve how the service operates in the future. This includes greater use of technology to deliver work more efficiently and greater use of agile or home working for those who can.

## Priority 2

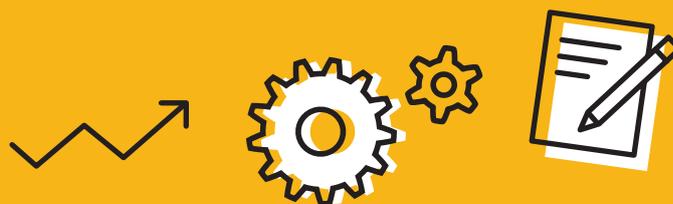
### **Implement the service's improvement plan which incorporates findings from inspection and national reviews**

We've always tried to improve the service we provide to the people we serve.

However, like all fire and rescue services, we have a duty to consider and, where appropriate, implement the recommendations of our service inspection report published by HMICFRS in December 2019.

We must also consider other relevant reports which have potentially significant implications for our sector and this service such as the HMICFRS State of Fire Report (2019) and Grenfell Tower Inquiry Phase One report. This is all in addition to local learning, for example from incidents we attend or the improvements that are emerging from the CV-19 pandemic.

We have already reviewed the recommendations from these areas and intend to address each of them over the next 12 months- with all being captured within our Service Improvement Plan. We have measures in place to ensure we are progressing with this plan and report updates on a regular basis to the Fire and Rescue Authority.



## Priority 3



### **Develop a new IRMP with 999 response planning assumptions which is led by data and an enhanced understanding of workload and risk**

Our current Integrated Risk Management Plan (IRMP) was published in September 2019, following a period of extensive public and staff consultation. The plan was produced largely to address how the service intended to implement the outcome of the 2018 Close Proximity Crewing judicial review, and other financial impacts.

We are required to review the IRMP each year. In 2020, we intend to review our risk planning methodology and how this informs all of our response, prevention and protection work. The plan will also consider the service's 999 attendance time standards, in response to HMICFRS feedback in December 2019.

Our work over the next 12 months will therefore be to:

- Review and update our risk planning methodology
- Consult with the public on our work, specifically in relation to how we respond to different types of emergency and to different areas of the county based on risk

We will use the findings from each of these exercises to inform our next IRMP.

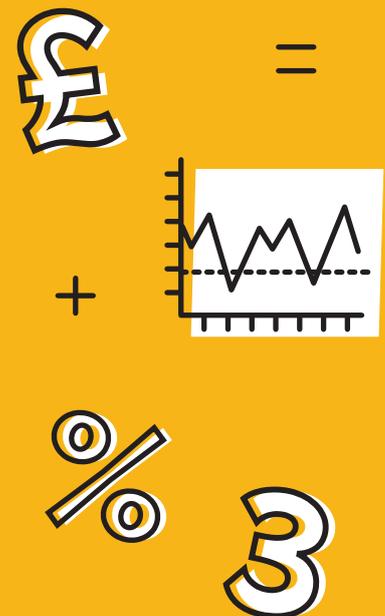
## Priority 4

### **Put data at the heart of all our decision making in every part of the service**

We already use data extensively to plan our work. However, we believe there is even more we can do, particularly alongside our partners.

This will include reviewing the systems and processes we have in place to analyse our data, and taking appropriate steps to make better use of data from our partners to inform our decision making.

As well as using data well at a service wide level, we want all of our stations, teams and departments to use accurate, recent information to inform their work.



## Priority 5

### Ensure evaluation is better embedded in every area by adopting 'benefits realisation' as standard

We believe we are good at what we do- this is reflected in the outcome of our HMICFRS inspection report, the results of our public safety campaigns and the positive feedback we receive for the work of our frontline staff.

However, we think that there is more that fire and rescue services like ours could and should do to measure the impact of our work on people's lives.

It's vital that, before beginning a new initiative or investing in new buildings, vehicles or equipment, we properly understand what the benefits are going to be.

This is particularly important when it comes to the work we do with our partners, such as our collaboration projects with South Yorkshire Police and other emergency services.

To make sure this happens, robust measurement techniques will be embedded in all of our major projects.



## Priority 6

### Review our decision making structures to speed up improvements and better manage performance

Successful organisations are clear on how and where important decisions are made.

First, it involves having a sensible structure of decision making meetings with the power to take appropriate action to improve things for the people we work with and serve.

Second, it involves empowering our managers to take decisions at the lowest appropriate level so that improvements and progress are not slowed down unnecessarily.

We believe that reviewing and supporting both these things will speed up the improvements we want to make to the service and allow us to better manage our performance.



## Priority 7

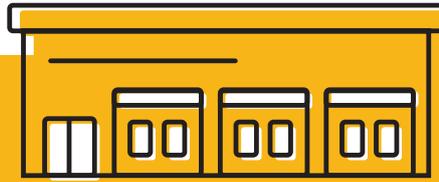
### Implement further digital transformation including training of staff to drive efficiency, maximise available staff time and prepare us for the new normal

We've already made big progress towards becoming a more modern, efficient organisation which uses technology well- the Covid-19 pandemic has particularly highlighted the ability of teams and departments to innovate when needed.

Now our job is to make sure some of these innovations are adopted permanently, that our staff have the right training to make best use of the tools at their disposal and that we continue to spend money on the right technology, in the right areas to make ourselves more efficient.



## Priority 8



### Examine all of our buildings and vehicles to make sure they are meeting the needs of our future plans

The world, and our service, is changing fast. It's important that any changes we decide to make to long lasting assets like buildings and vehicles are made with the future in mind.

To do this we plan to survey our property estate and review our vehicle fleet strategy to make sure they are fit for purpose not just for now, but for years and potentially decades to come.

Lots of factors will be involved in this- from looking at our 999 incident demand and collaborative opportunities with our partners, to potential future financial scenarios, technological enhancements and the impact of factors like climate change.

We will proactively consider collaboration opportunities with our partners on our property estate where appropriate.

## Priority 9

### Review specific capabilities for dealing with wildfires and welfare at incidents

It's clear from recent major incidents elsewhere in the country and from significant fires in South Yorkshire, that climate change has the potential to make wildfires a more frequent occurrence.

The scale of these incidents, together with the unusual terrain they are on, make them particularly challenging for the local fire and rescue service and partners. They are resource intensive and can take weeks to deal with.

We think that now is the time to take a proper look at the provision we have in place, both to tackle the fires and to support the crews who are tackling them for long periods of time.



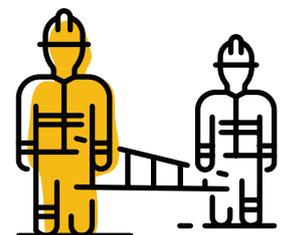
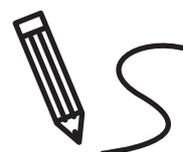
## Priority 10

### Update our workforce planning to ensure we have the right operational resources at our disposal

The number of people working for the service has shrunk after nearly a decade of funding cuts.

Our operational workforce is also ageing, due in part to our limited ability to recruit new firefighters during austerity, and it remains largely unrepresentative of the communities we serve.

A rigorous review of our workforce planning must therefore take place to ensure we are recruiting people to meet our long term needs and developing future leaders. This includes both operational firefighters and our support services.





# THREE YEAR PLAN

*As well as the areas we'll particularly be focussing on over the next 12 months, our plan for the next three years is to:*

- 1** **Become more adaptable** to what will be inevitably be a turbulent world
- 2** **Improve our culture** by further embedding 'Our Story' in our work
- 3** **Invest in our future leaders** and development for our managers
- 4** **Further focus our community and business safety work** so it is aligned even more closely to risk
- 5** **Develop better organisational learning** so that we can continuously improve
- 6** **Focus on the outstanding delivery of our core services-** prevention, protection and response- so that we are achieving the highest professional standards
- 7** **Listen to our communities** so that the work we're doing properly matches their expectations and their needs

# RISKS TO ACHIEVEMENT

**We believe the objectives we've set out in this plan are realistic and achievable.**

However, we're also aware that there are some risks to achieving them all- such as impacts on our budget, or further disruptions caused by potential future waves of the Covid-19 pandemic.

We will take steps to monitor and mitigate all risks, in accordance with our usual risk management processes.

# MEASURING OUR SUCCESS

**It's no good publishing a plan, without a clear idea of how we're going to measure whether we've been successful or not.**

We plan to measure the success of our work through our performance indicators, plus internal measures like staff satisfaction survey scores. Progress towards achieving the priorities within the plan will be regularly monitored by our Corporate Management Board.

Importantly, we will also publish a report one year from now explaining our progress against each of the priorities we've set ourselves.



Arabic

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