



South Yorkshire
FIRE & RESCUE

SOUTH YORKSHIRE FIRE & RESCUE

ANNUAL PLAN

2022-23

Making
**SOUTH
YORKSHIRE
SAFER &
STRONGER**

ABOUT THIS PLAN

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

This is reflected in the outstanding public feedback we receive for the work of our staff, by big reductions in preventable incidents and by the results of our most recent inspections by Her Majesty's Inspectorate for Constabulary and Fire & Rescue Services (HMICFRS).

Our aim is to continue to improve and to 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 well, all at once, would be very difficult. That's why we think it's important to prioritise our work, so that our staff are as clear as possible 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 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

In 2018, we published a strategic narrative- called Our Story- which established our vision to become one of the UK's leading fire and rescue services.

Our Story clearly sets out our purpose which is '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.



We've recently published an update to Our Story, reflecting upon the progress we've made in many of the things we set out to achieve. It also acknowledges the introduction of things such as the new national Core Code of Ethics for fire and rescue staff and the influence this will have on our work.

As well as Our Story, another other important document is our Community Risk Management Plan (CRMP).

All fire and rescue authorities must produce an CRMP, which sets out the steps they will take to identify all foreseeable risks within their respective areas and how they will organise their service delivery resources to best reduce that risk. The plans should ensure the right resources are in the right places at the right time to provide the best service to local communities with the resources that are available.

We published a new CRMP in 2021 and have committed to reviewing it every year thereafter. Our Annual Service Plan seeks to complement the work already set out in our IRMP.

WHAT WE ACHIEVED LAST YEAR

This is our second Annual Service Plan.

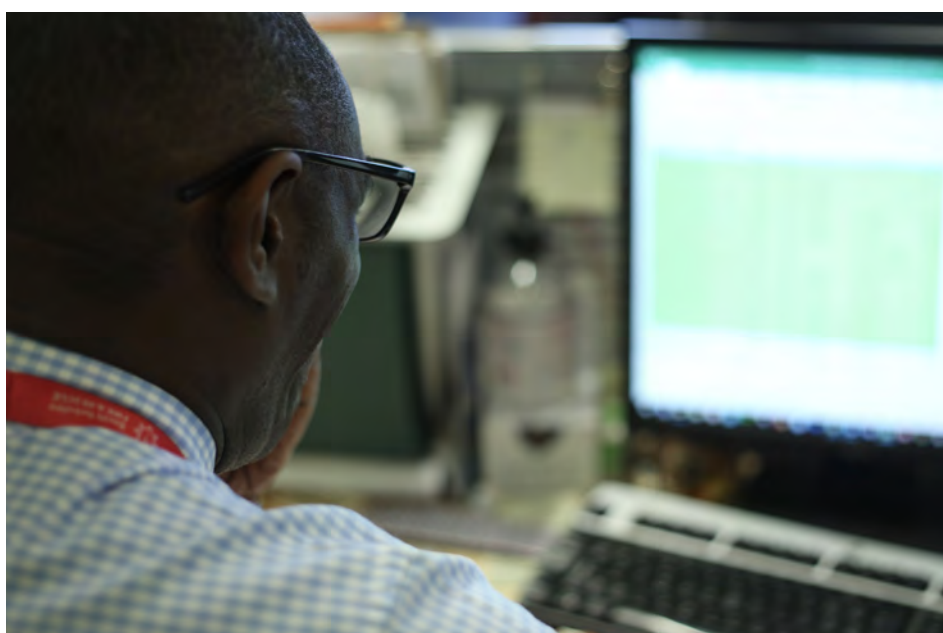
Our first covered the period 2021/22 and set out 10 priorities for the service.

Our 2021-22 plan set specific targets for the service to undertake within the year- such as the delivery of a new Integrated Risk Management Plan (IRMP). It also established a more complex commitment to put data at the heart of our decision-making.

We have seen significant progress against all 10 priorities, with the launch of a new IRMP in January 2021, the implementation of our wildfire improvement programme and adoption of a new benefits realisation approach in the last year.

Our digital transformation programme has altered its focus and pace to adapt to agile working requirements, and the ICT team has worked with colleagues to manage systems improvement and data-orientated performance monitoring methods.

The service has an ambition for continuous service improvement. This is captured in the service improvement plan, which captures updates against local and national inspection recommendations and the outcomes of nationally significant inquiries.



Further review is required for the newly implemented governance structure, including a six month review of each terms of reference. We are also near the finishing point for our Covid-19 response phase, workforce planning improvements, and our building and vehicles appraisal.

We are really pleased with the work that we have achieved against this plan so far, and we're particularly happy how staff have adapted to agile working throughout the uncertainties of the last year.

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WHAT STAFF TOLD US

Before drafting our plan for 2022/23, we spoke to staff- giving every watch and support team the opportunity to tell us what they thought we should be focusing on in the next period.

Many of the things they told us form part of our priorities for this year- including focusing on activities such as operational training, data intelligence, leadership development, diversity and environmental sustainability.

Other things staff fed back were things we're already working on- either as part of the current year's priorities, our service improvement plan or business as usual. This included making plans for our future vehicle procurement and improving the community partnerships we use to better target our prevention work.

OUR PRIORITIES

for 2022/23

Taking into account the feedback from staff, the service's leadership team engaged with members of the Fire Authority to develop a list of eight priorities we want to achieve during 2022/23.



A BIT MORE DETAIL:

1. Productivity

We want to put in place measures to **improve productivity and efficiency across the service.**

A big focus will be upon the prevention, protection and training work our operational crews undertake when not responding to incidents.

It will also extend into to other areas of service delivery and support teams.

Our performance in this area will be measured using new standards to demonstrate best value, alongside our existing performance indicators and personal review procedure.

The 'Fit for the Future' programme may also influence our work in this area.



2. Performance information

Improved management information will be used to drive improvements in performance across the entire service.

This will see us use timely, up-to-date information to reintroduce realistic local watch or team targets for critical service delivery activity. All of this will be facilitated through the production of service wide action plans, driven from the most strategic plans such as our CRMP and this Annual Service Plan, to more local and departmental level plans.

This work will require all of our team leaders to consider the operating context of their department or local area and ensure their action plans are reflective of local risks and priorities.

Ultimately, better information should lead to better prioritisation of tasks, making us more efficient and effective at what we do.



3. Diversity

Improving the diversity of our workforce so that it better reflects our communities and creates a fairer and more inclusive workplace culture has long been an ambition for this service.

It's clear that there is more we need to do to make our service properly representative of the communities we serve - despite all our best efforts over the last few years.

To achieve this, we think we need to further analyse our recruitment processes with a view to identifying any barriers to under-represented groups.

Diversity is about more than simply the new people we bring in through the doors - it's also about supporting our existing staff to become the best they can be, as well as improving our understanding of the communities we serve.



4. Leadership

Developing our leaders, strengthening our succession planning and managing our talent is an essential part of promoting a positive and productive workplace culture.

To do this, we want to develop a leadership development programme which can be accessed by a variety of staff at all levels of the organisation.

More than simply a list of training courses, we want this to include a reinvigorated coaching and mentoring programme, which seeks to harness the skills and experiences of staff from across the service to help develop future leaders.

This is likely to involve taking staff away from their normal activity, creating time for their development and investing in them to create a new generation of empowered and motivated leaders.



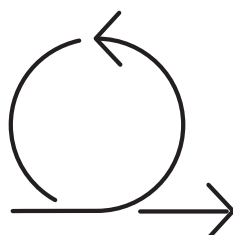
5. Agile working

We will further embed the service's approach to agile working for staff.

Our approach will remain flexible to changing circumstances and will be grounded firmly on business need. We really believe new technology and effective performance management will transition the service towards a modern, efficient workplace where everyone can thrive.

We also want to ensure the interaction between support teams and the wider service is the best it can possibly be, whilst considering the longer term implications of agile working on our property estate.

The service is also planning to continue supporting and investing in the management of agile working arrangements.



6. Training

Maintaining operational competence is absolutely essential for the effective delivery of our response to emergency incidents and for maintaining safety of firefighters.

As the number of emergency incidents we attend has steadily reduced in the last two decades and as operational experience is gradually lost through workforce changes, putting in place robust and effective operational training remains really important.

Our work in this area will involve exploring opportunities for delivering further realistic training, as well as further cross border, multi-agency exercises and training resulting from national learning.

We will invest in training for dedicated command support teams and officers, helping us to deliver a better quality command support capability to incident commanders.



7. Sustainability

We will introduce a new green plan which establishes a clear timetable and targets for improving our environmental sustainability. This will be aligned to national and regional plans.

At a strategic level, our work around sustainability is likely to focus on our property estate and vehicle fleet.

At a local level, it will focus on our procurement processes and the choices all our teams and departments make, contributing to a more sustainable service in the future.

We realise that sustainability is also a long term effort, which will last beyond the lifespan of this annual plan.



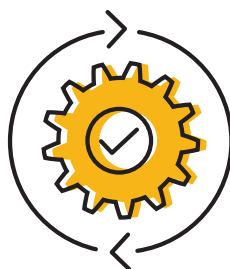
8. Investment and efficiencies

Implement the service investment and efficiencies plan

Following on from workforce planning events in 2021, we will implement the approved outcomes and deliver investments in the agreed function areas- which include business fire safety, community safety, human resources, driver training and fleet maintenance. Combined with efficiencies generated from our estates team, this work will see significant investment in our service to better prepare us for the future.

We will also continue to invest in our on-call capability to improve the availability of our on-call fire stations.

Non-pay investments will include continuing to upgrade our property estate and the procurement of new fire engines, expected to be introduced in 2022.



THREE YEAR PLAN

As well as the areas we'll particularly be focussing on over the next 12 months, we have also reviewed and updated our priorities for the next three years. These are to:

- 1 Become more adaptable** to what will be inevitably be a turbulent world, including evolving national guidance, standards and reform, including 'Fit for the Future'
- 2 Improve our culture** by further embedding 'Our Story' and the national code of ethics in our work
- 3 Further focus our community and business fire safety work** so it is aligned even more closely to risk
- 4 Develop better organisational learning** so that we can continuously improve
- 5 Focus on the outstanding delivery of our core services-** prevention, protection and response- so that we are achieving the highest professional standards
- 6 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 pandemics, major incidents or other events.

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

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.

As with our previous Annual Service Plan, we will also publish updates explaining our progress against each of the priorities we've set ourselves for this period.

Arabic

"الطلب ترجمة لهذه المنشورة أو للمزيد من المعلومات عن خدمة الإطفاء والإنقاذ في جنوب يوركشاير، يرجى إرسال رسالة الكترونية إلى: customercare@syfire.gov.uk أو الاتصال بالرقم 0114 253 2209"

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